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Author(s): Susan Harrison

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A Case Study: ICT Shared Service

Susan Harrison

A dissertation submitted in partial fulfilment of the requirement of the University
of Chester for the degree of Master of Business Administration

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Abstract

This explanatory case study attempts to understand the effects of Local Government Reorganisation on ICT Shared Service. Firstly, it identifies the type of change and investigates how these changes have impacted on the Shared Service. This forms the basis of enquiry by looking at the higher elements of transformation, Leadership, Culture, Vision and Strategy. (Hayes 2007, p123) Secondly Burke and Litwin (1992, p.528) casual model of change show how certain elements can affect the higher factors of transformational change and the individual performance and psychological contract due to the interconnectivity and relative impact. The research then assesses alternative ways to deliver ICT services, Public Private Partnership, outsourcing and shared and seeks to discover whether the ICT Shared Service will remain as a Shared provision.

Declaration

This work is original and has not been submitted previously for any academic purpose

All secondary sources are acknowledged

Signed: _____

Date: _____

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1. Introduction

1.1 Background to theory and history to the research question

Cheshire County Council was a County Council of the second highest level of United Kingdom Government for the residents of Cheshire. Founded in 1889, it ceased to exist on 1 April 2009, when it and the district councils in Cheshire were replaced by two unitary authorities; Cheshire West and Chester Council and Cheshire East Borough.

1.1.1 Shared Services in Local Government

Tomkinson (2007, p.3) defines shared services as “the shared provision by more than one local council of a specified service in which service aims and objectives are mutually shared and for which local people are the end customers”.

The central Government initiative - Putting the frontline first: Action plan for a smarter Government (HM Government). The document sets out the case for a smarter government with a three point action plan.

Action 1: Strengthen the role of citizens and civic society

Action 2: Recast the relationship between the centre and the frontline

Action 3: Streamline central government for sharper delivery

The plan delivers better public services for lower cost. It outlines how the Government will improve public service outcomes while achieving the fiscal consolidation that is vital to helping the economy grow. The plan has three central actions: to drive up standards by strengthening the role of citizens and civic society; to free up public services by recasting the relationship between the centre and the frontline; and to streamline the centre of government, saving money through sharper delivery (HM Government).

The document expands further on how public services can achieve excellence for frontline services by efficiencies in sharing back office functions. This means setting policy priorities, guaranteeing national entitlements and building up capacity for the frontline. The challenge for central government is to support this response by becoming even more agile and effective. Smarter government can meet this challenge by streamlining the centre, sharpening its focus on excellence and freeing up efficiencies for the frontline (HM Government).

1.1.2. Transforming Cheshire Strategy

Cheshire County Council approach for streamlining and working smarter was adopting the 'Transformation of Cheshire' programme. This commenced four years ago in line with the Government directive, based on Gershon (2004) efficiency savings reports to create shared services for back office functions to allow funding to be concentrated on front line services.

The services identified to fit the purpose of being shared were customer access by the setting up of a Customer Contact Centre, Procurement of Goods and services to Payments of Invoices (P2P) and Employee Services including Human Resources. ICT by the nature of its network composition was already considered as shared due to one network delivering broadband across the County for Corporate sites, Education and Libraries. The services identified are in accordance with the interim report of the Lyons Inquiry (2004) into Local Government, which identifies a breakdown of local council services, the services identified are defined as cross cutting and therefore ideally placed to offer a shared service.

Research conducted by Page et al. (2000, p.1) observes that Shared Service centres can improve financial performance through the consolidation of services. However the non-financial benefits such as: effective management of corporate knowledge and organisational learning enhanced customer care. The management of intellectual capital relating to customers are equally important in today's market, as organisations attempt to remain competitive in increasingly competitive environments. This supports the rationale for the model

Cheshire County Council, Transforming Cheshire strategy adopted but not for competitive advantage the ultimate end was to strive for best value and efficiency savings and reinstatement of the Council's four star excellence status. Contained within the recommendations in The Cheshire County Council Value for money strategy (2006) is to re-organise to deliver a shared service provision to create effective back office for all the internal individual services.

The Transforming Cheshire programme (2006) was, arguably, the most radical shake-up of local government ever attempted by an English authority, containing sweeping plans for change aimed at creating a model Council for the 21 century. The efficiency savings identified (arising from the programme of restructuring and reorganisation, and coupled with the maximisation of resources and state-of-the-art technology) was essential to help remove an identified funding shortfall of £50m.

Transforming Cheshire (2006) is the Council's major organisational change programme for the next 4 years and beyond. It aims to continuously improve everything the council does, through:

- (i) Improving customer service
- (ii) Improving efficiency
- (iii) Empowering staff to secure improvement
- (iv) Being locally responsive, visible and accessible to the public

Benefits are expected through streamlining, standardising and then sharing personnel, finance, ICT operations, procurement and other key support functions and central administration functions. Services may be delivered in partnership with other public or private sector bodies in the future. This piece of work is forming a key element of the business case, and is about achieving greater corporate standards, as well as critical mass and economics of scale.

Value for Money

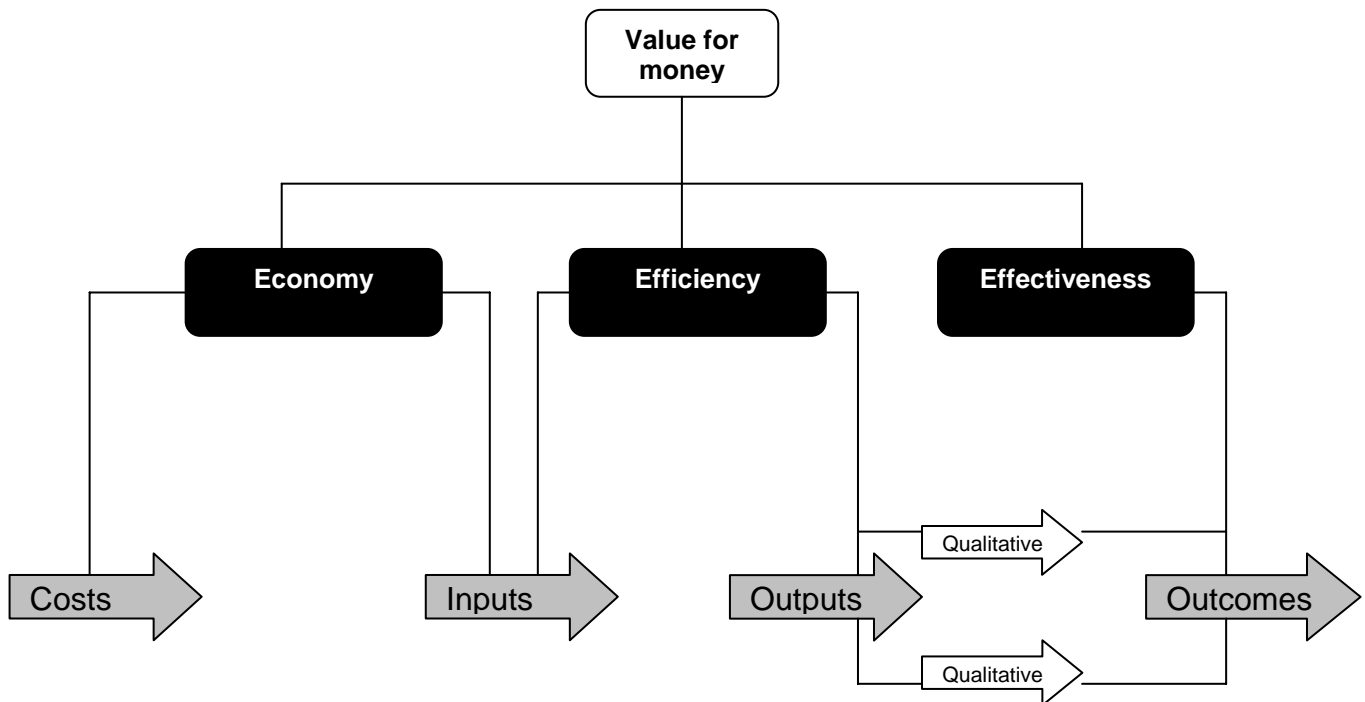


Figure 1.1 Value for Money (Cheshire County Council corporate plan, 2006)

1.1.3 Corporate Plan

The Corporate Plan (2006) sets out the Council's Vision for 2010, which is the organisation it is striving to be, so that staff members and stakeholders are clear of these expectations:

Ambitious - for Cheshire and individuals

Business-like – in the use of public money and assets

Caring – for individuals, communities and the environment

Delivering – quality services in partnership with others

Empowering – staff to make rapid customer-driven decisions

County Information Systems

A new partnership for some aspects of IT systems and a new telephone system are delivering service improvements and savings. The latter saves the Authority money on line rental, call charges and maintenance costs. The County Information Service (CIS) is a member of two benchmarking groups.

Latest results show that Cheshire's performance is above average on the majority of indicators with costs below average.

Customer Relations Management

Technical advancement and investment in the telephony system allowed a call centre to be developed as part of the Customer Access programme to give one point of call for all Council Services. The objectives of the customer access workstrand are:

- (i) To provide simpler public access to Council services
- (ii) To provide more responsive services
- (iii) To reduce transactional costs to the Council
- (iv) To reduce staffing costs

Service redesigns, in Consumer Advice and Information Points to establish a pilot contact centre at Woodford Lodge Professional Centre, Winsford and then move to a central specially adapted building in Middlewich. Call failure rates for Information Point calls reduced from 24% to 3% within the first month of operation.

Further service redesign projects have been undertaken for School Admissions, Registrars, Education Transport, Customer Complaints/Feedback, Social Services access, Engineering and Pensions. The results of this work will further support the business case for a corporate approach to customer contact as part of the Transformation Programme

1.2. Local Government Reorganisation

In 2006, the then Secretary of State, Hazel Blears, invited those local authorities that wished to bid for unitary status. In the case of Cheshire two bids were submitted – one by the County Council for a single unitary Cheshire and one by four of the districts for Cheshire to be split into two unitary authorities – Cheshire East and Cheshire West. Following an assessment of the bids, the Secretary of State considered that both bids met the criteria, the two unitary proposal bid was considered to be stronger in terms of strategic leadership and neighbourhood engagement.

The re-organisation of local government in April 2009 included the establishment of nine new Unitary Authorities. Five of these have been created from existing County Councils and their District Councils, the remaining four will be created through the division of two authorities along existing District Council boundaries. The following authorities are affected:

The County Councils of Cornwall, Durham, Northumberland, Shropshire and Wiltshire have been merged into five new Unitary Authorities; The County Councils of Bedfordshire and Cheshire have each been divided into two new Unitary Authorities;

Bedfordshire

- (i) Bedfordshire County Council and its associated lower tier councils Bedford, Mid Bedfordshire and South Bedfordshire have been divided into the following two new Unitary Authorities:
- (ii) Bedford Unitary Authority has been created from part Bedfordshire County Council and Bedford;
- (iii) Central Bedfordshire Unitary Authority has been created from part Bedfordshire County Council, Mid Bedfordshire and South Bedfordshire.

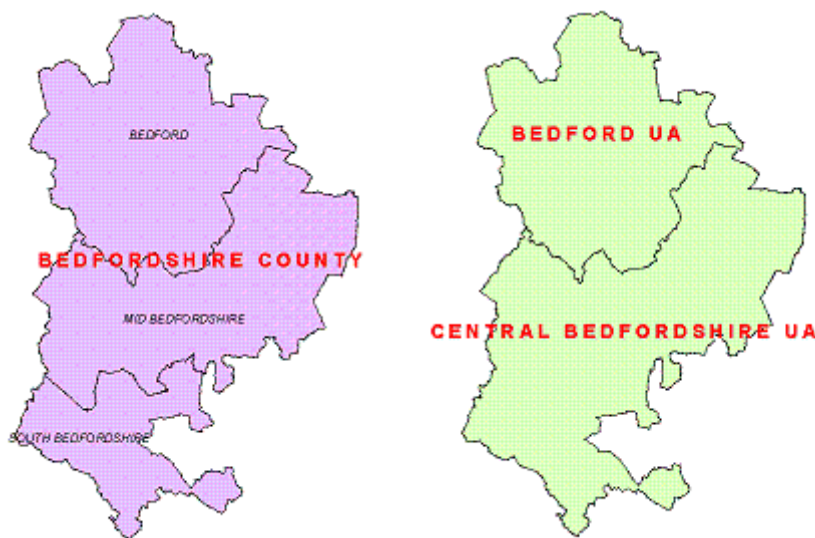


Figure 1.2 Bedfordshire Unitary (Communities and Local Government, 2009)

Cheshire

- (i) Cheshire County Council and its associated lower tier councils Chester, Congleton, Crewe and Nantwich, Ellesmere Port and Neston, Macclesfield and Vale Royal have been divided into the following two new Unitary Authorities:
- (ii) Cheshire West and Chester Unitary Authority has been created from part Cheshire County Council, Chester, Ellesmere Port and Neston, and Vale Royal;
- (iii) Cheshire East Unitary Authority has been created from part Cheshire County Council, Crewe and Nantwich, Congleton and Macclesfield.

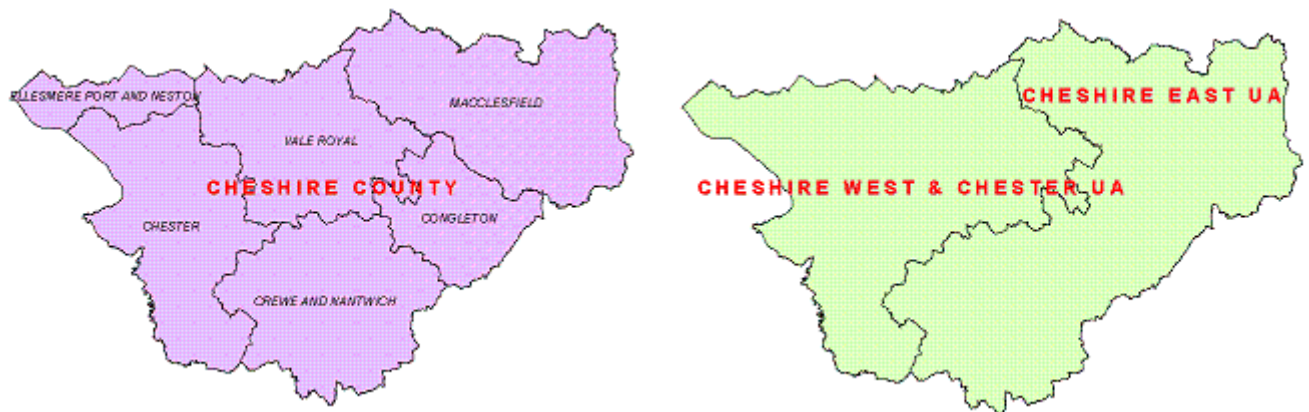


Figure 1.3 Cheshire Unitary (Communities and Local Government, 2009)

1.3. Research question

A Case Study: Cheshire ICT Shared Service

The writer is interested to understand how shared services in particular Information Communication and Technology (ICT), will develop post local government reorganisation of Cheshire.

1.4 Aims of the investigations

- (i) To observe ICT Shared services pre local government reorganisation in the areas of Service delivery, structure, staff morale, management, operational and strategic goals for the organisation. Endeavouring to establish a benchmark to compare during and after the change process. (Research already undertaken and forms the basis of previous assignments)
- (ii) To observe the transformation of the two unitary Councils and transition of ICT shared services during the change turmoil, to understand the design and implementation strategy of the change, to compare with existing contemporary change management theory. (Literary Review)
- (iii) To examine the impact of LGR on the ICT Shared Service (Questionnaire to determine – Strategy – Culture – Leadership)
- (iv) To compare other Local Government Councils strategic and operational provision and delivery of their ICT to determine the future of Cheshire ICT Shared Services. (Semi Structure Interviews)

1.5. Justification for the research

A case study was chosen as the method to deploy in accordance with Yin (2009. p.4) who states the case study is a method of choice when the phenomenon under study is not readily distinguishable from its context. Such a phenomenon may be a project or a program in an evaluation study. Yin (2009, p.17) further identifies examples of the 'decisions' as a major focus of case studies stating individuals behaviour and organisational change as one of the

circumstances to adopt a case study research method. A case study method is about stating and comparing opinions and learning from the differences and similarities. (Ellet. 2007, p.6) Supported by Becker et al. (2005. p.1) case studies are a form of qualitative descriptive research that is used to look at individuals, a small group of participants, or a group as a whole.

The writer was instrumental in facilitating some of the ICT projects associated with the transformation of Cheshire process to enable the creation of the Shared Services and therefore is interested to ascertain whether Shared Services delivering services across Cheshire pre LGR, can deliver services post LGR to the two unitary Councils as part of the Government strategy and their definition of shared services.

1.6 Outline the methodology

The research philosophy will follow the interpretivist paradigm; the researcher is always part of the reality they are attempting to understand. There is a view that all research is interpretive, that research is guided by the researcher's set of beliefs and feelings about the world and how it should be understood and studied (Hagyard and Keenan, 2007, p.1).

The study will be grounded in literature research such as organisational change strategies, cultural change and psychological factors which shape the change of the organisation and its strategic goals. Comparing and contrasting the internal shared service provision and other external Councils strategies for the provision of their services by analysing the case studies of alternatives for the provision of shared services, by briefing documents and electronic publications.

Further knowledge will be obtained by literary publications of stakeholder analysis, governance of shared services and looking at the current thinking that shared services should be externally supplied across local authorities for economies of scale

1.7 Definitions

BCC – Bedfordshire County Council

BPR – Business Process Reorganisation

CCC – Cheshire County Council

CE – Cheshire East Borough Council

CIS – Communications Information Systems

CRM – Customer Relationship Management

CWAC – Cheshire West and Chester Council

HM Government – Her Majesty Government

HR – Human Resources

ICT – Information Communication Technology

JIT – Joint Implementation Team

LGR – Local Government Review

LSG – Learning Support Group

P2P – Procurement of goods and services to Payment of invoices.

PPP – Public Private Partnership

SLA- Service Level Agreement

SS – Shared Services

SSC – Shared Service Centres

TC&I – Technical Change and Implementation

1.8 Outline of the rest of the chapters

Chapter 2 – Literature Review

This chapter investigates the current theoretical thinking around change management theory and compares the transformational process of Cheshire in the formation of the two unitary authorities.

Chapter 3 – Methodology

In this chapter it will outline the methodology adopted for the research question, the research design, preliminary planning and collection of data.

Chapter 4 – Research findings and results

This Chapter reports the findings from the research instruments utilised

Chapter 5 –Conclusion

The data collated as outlined in chapter 4 will be analysed and evaluated in this chapter.

1.9. Chapter 1 – Summary

This chapter introduces the Transforming Cheshire Corporate strategy and the conception to develop shared services for the proposed Gershon (2004) efficiency savings to create efficient back offices in order to divert funding to front line services to achieve value for money.

The Local Government Reorganisation outcome created two unitary authorities in Cheshire, East and West from the first of April 2009, both entities have agreed for the interim to share services for specified services, such as ICT, P2P and the Customer Contact Centre.

The chapter continues by outlining the research question, the justification and the aims of the research with the proposed methodology and literature review. Contained within the chapter are the definitions used and a summary of the further chapters.

2. Literature Review

2.1 Introduction

This chapter begins by defining change and then looks at contemporary change management theory in relation to identifying the type of change and the elements which impact on the organisation and individual. The literature research study will be grounded looking at the change management process of the transformation of Cheshire into East Cheshire, West Cheshire and Shared Services and exploring the theories of organisational change strategies, cultural change and psychological factors which shape the change of the organisation and its strategic goals. Comparing and contrasting the internal shared service provision and other Councils strategies for the provision of their services by analysing the case studies of alternative ways for the provision of ICT services, in addition with briefing documents and electronic publications.

Further knowledge will be obtained by literary publications of stakeholder analysis, governance of shared services and looking at the current Central Government thinking that shared services should be supplied across local authorities for economies of scale or externally provided.

The decision to create two unitary councils was announced in December 2007, after an appeal by Cheshire County Council, who favoured a unitary council for the whole of Cheshire. Elections took place in May 2008 and existed in shadow form until Vesting Day April 2009. The shadow authorities led by the districts prepared the ground for the new Unitary Council, dealing with such issues as appointment of key staff such as Chief Executive, allocation of assets from the former County and districts and ceremonial issues. Both new Unitary Councils had Joint Implementation Teams (JIT's) including present county and district officers to support the shadow members in the transitional stage.

2.2 Parent disciplines, fields and themes

The theme of the study is pertaining to change management theory. The change management strategies employed during the transitional period, organisational culture change, the structure and culture of the emergent unitary councils. To determine through current literature if the transformation will effect the shared services strategy to deliver services across Cheshire, to assess the continuation and alternatives of this provision.

2.3 Change Management

2.3.1 Change Management Theory

The literature on Organisational change is vast Hayes (2007, p.3) cites the Oxford dictionary (1973) definition of change as “substitution or succession of one thing in place of another” which seems to be appropriate in describing the nature of change facing Cheshire County, where seven local authorities are replaced by two entities. The degrees and pace of change can vary, Senior and Fleming (2006, p.7) describes change ranging from small summer breezes that merely disturb, to mighty howling gales which cause devastation and destruction. Burnes (2004, p.321) model defines the varieties of change as incremental, punctuated or continuous affecting individuals, groups or systems, whereas Hayes (2007, p.3) observes the theoretical consensus models of change were incremental and cumulative, which had implications for change management practises, focusing on changing the sub-systems rather than the ultimate goal of planned change of continuous improvement or Kaizen. However all agree that change is necessary for organisations to progress and evolve to survive.

2.3.2 Varieties of Change

	Incremental	Punctuated	Continuous
Individuals	Learning	Promotion	Career Development
Groups	Kaizen	Team Building	Changes in composition and tasks
Systems	Fine Tuning	BPR	Culture

Figure 2.1 Varieties of Change (Burnes, 2004, p.321)

The change agenda facing Cheshire's local government entities appears not to fit in the categories contained within the framework outlined by Burnes (2004, p.321), he expands citing Cummings and Worley (2001, p.30) who identifies a continuum ranging from incremental change to quantum changes that entails fundamentally altering how it operates, a transformational change. Dunphy and Stace (1993, pp.917-18) cited by Senior and Fleming (2006, p.49) put forward a typology of change from fine tuning to corporate transformation, they claim the status of the change in the model is combined with a typology of styles of change management.

2.3.3 Typology of change

Scale	Organisational change that is characterised by:-	Examples of features
Type 1 – Fine-tuning	An ongoing process of fine tuning the fit or match between strategy, people and processes. Typically manifested by departmental or divisional level	<ul style="list-style-type: none"> • Refining methods and procedures • Unit quality and cost • Developing personnel • Fostering individual • Promoting acceptable norms beliefs and myths • Clarifying established roles
Type 2 – Incremental Adjustment	Incremental adjustment to the changing environment. Involves distinct modifications but not radical change to Corporate and business processes	<ul style="list-style-type: none"> • Expand sales territory • Shift emphasis on products • Improve production technology • Modify statement of mission • Adjustments to structures to give better service delivery
Type 3 – Modular Transformation	Major realignment of one or more departments and divisions. The radical change is focused on these subparts rather than on the organisation as a whole	<ul style="list-style-type: none"> • Major restructuring of departments/divisions • Changes in key Executives and Managers • Reduced or increased workforce • Reformed Goals • Significantly new process technologies
Type 4 – Corporate Transformation	Corporate wide, radical shifts in business strategy and revolutionary changes throughout the whole organisation	<ul style="list-style-type: none"> • Reformed mission and core values • Altered power and status • Reorganisation – major change in structures, systems and procedures across the whole organisation • Revised interaction patterns – new procedures, work flows, communication networks and decision making • New Executives in key positions from outside the organisation.

Figure 2.2 Topology of Change (Dunphy and Stace, 1993, pp.917-18)

Cheshire's change could be said to exhibit all scales, Type 1 is typified by the fine tuning of the newly created East and West Councils, Type 2 modifications and reinforcement of the new values and mission. However Type 4 and Type 3 all examples have been drastically experienced by East, West and Shared Services. Interestingly Senior and Fleming (2006, p.50) observe that Type 1 and 2 changes were in the minority, what Burnes (2004, p.325) describes as operational changes, leading them to conclude that type 3 and 4 (Strategic Change) had become the norm rather than the exception. This concurs with the Government's strategy of efficiency and value for money by periodically conducting local government reviews and regulatory changes.

Burnes (2004, p.323) concludes by differentiating between the two types as incremental changes are geared towards changing the activities, performance, behaviours and attitudes of individuals and groups whereas transformational change is geared towards processes structure and cultures of the entire organisation. Chapman (2002, p.2) concurs describing qualitative changes to the system itself (analogous to gamma change) and adjustments within it (alpha and beta change)

2.3.4 Pace of Change

Incremental change is viewed as isolated, slow and unimportant (Stace and Dunphy, 2001, pp.262-263), whereas others see it as being part of the overall plan to transform an organisation (Senior and Fleming, 2006, p.50). Burnes (2004, p.322) cites Kanter et al (1992) they observe that transformational change can be a 'Bold Stroke' (rapid overall change) or a 'Long March' (change over an extended period of time). However all seem to agree that transformational change is strategic important and can be rapid or slow. Although Cheshire's change can be observed to fit into the definition of the transformational change, there are incremental changes running in parallel which supports the argument by Stace and Dunphy (2001, pp.262-263) that the change can take both forms and the description of the change represents the scale and pace of the change. Interestingly the definition of 'Bold Stroke' could

be applied to Cheshire West strategy for transformation and 'Long March' to Cheshire East this is expanded further in 2.4.1.

2.4 The Transformational Change factors

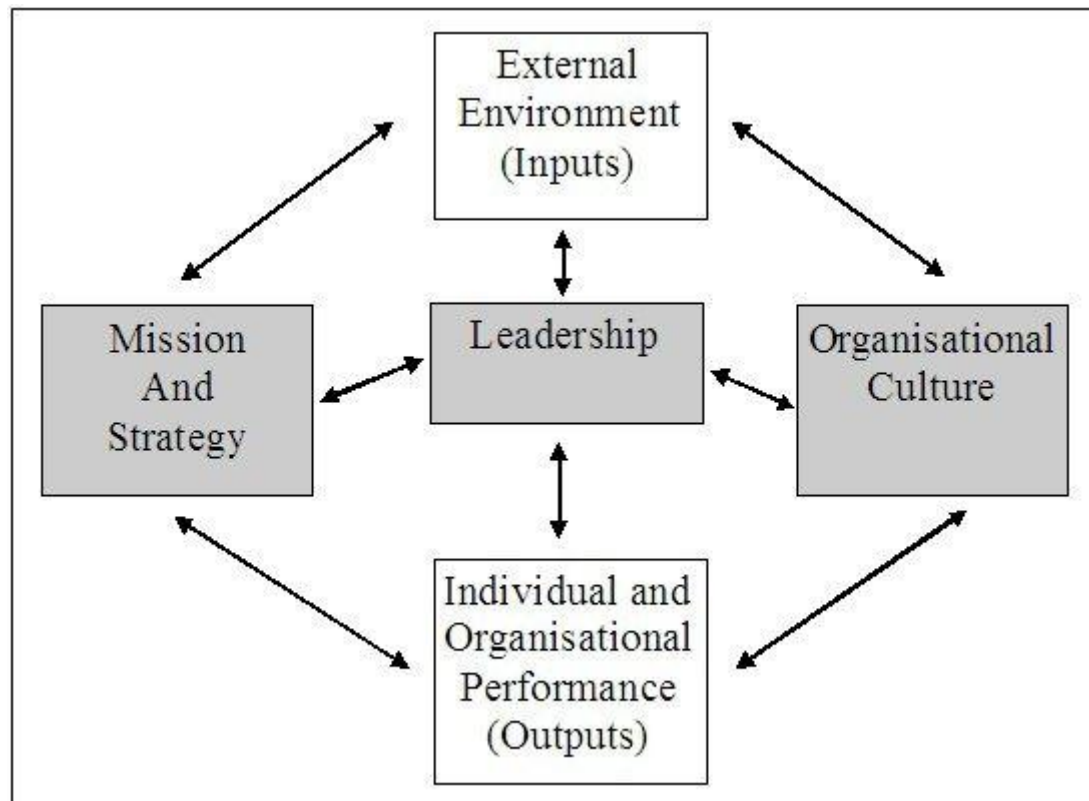


Figure 2.3 The Transformational Change factors (Burke and Litwin, 1992 p.523) adapted by (Hayes, 2007 p.123)

Hayes (2007 p.123) discusses the factors associated with the different changes, transactional change emphasises single loop learning rather than double loop learning, associated with focus on management practises and systems which impact on motivation and performance. Transformational changes he observes targets the 'higher elements' of the model, intervention strategies targeted on these will eventually and inevitably have an impact on all the other elements because of their weight and relative impact. Chapman (2002, p.2) concurs observing transformational change within organisations requires basic shift in attitudes, beliefs and cultural values, "a redefinition of the relevant psychological space".

Op 't Land et al (2009, p.245) observes that the question on how to execute post merger integration is not an easy one and identify several success factors in areas such as strategy, planning, leadership, communications, culture, retention of key staff and customers. Their research based on a case study argue that an ontology based method for post merger integration to ensure well founded decision making on the right abstraction level and timely signalling design and migration issues.

2.4.1 Vision, Strategic choices and constraints

“Change management”, says Hayes (2007, p.30), “is about modifying or transforming organisations in order to maintain or improve their effectiveness”. This deliberate, conscious use of strategies is a characteristic of change management:

Burnes (2004, p.221) identifies four generic change strategies, although he points out that the approaches are not all-embracing it does cover the key protagonists in the area.

- (i) Classic approach
- (ii) Evolutionary approach
- (iii) The processual approach
- (iv) The systemic approach

The constraints on choices of strategy used is linked to external environment forces, that is, the business environment, national characteristics, organisational characteristics, Industry or sector practises or norms, the strategies deployed by the two unitary councils seem not to dovetail into the categorisation. However Burnes (2004, p.229) concludes that there is move towards a more emergent approach to strategy than the prescriptive mathematical models and suggests that organisations should move to human creativity whereby senior managers should create a vision of the organisation future to establish its strategic intent. The vision should then be relentlessly pursued by the organisation and in the process; the strategy emerges from the

decisions that are taken with regards to resource allocation, organisational structure and other key areas of operation. Burnes continues by stating that from different perspectives, a number of writers have come to the same conclusions and suggests that in successful companies, the strategy does not appear to be a preconceived and detailed set of steps for achieving a coherent package of concrete goals within a given timescale. Such an approach is irrational and inherently unplanned which sits better with the postmodernist view of the world.

Balogun and Hope Hailey (2004, p.201) argue a rational approach strategy with their kaleidoscope model of planned and controlled change. Senior and Fleming (2006, p.341) challenges the rational view by stating that hard systems models of change, the classical approach, although necessary in some defined and agreed situations, are not sufficient to explain organisational messes and are extremely limited in providing a model for planning and implementing change. The approach to change can cope more effectively with situations of soft complexity using a soft system model for change.

Evaluating the strategies deployed by the two unitary councils, both seem to have used vision for the future state and soft systems methodologies for transformation. However the strategies have differed in pace of implementation, West Cheshire has favoured the 'Bold Stroke' approach in the strategy a complete change of CEO, Directors and Senior Managers, a new structure and rationalisation. (see Appendix 1) Whereas the East although has a new CEO has retained its resources and expertise to deliver the services the former Borough and County Councils undertook, although the structure is flatter, it has been shaped, organised and systematically planned with the vision as the ultimate goal.

The differing pace of the strategies has proved problematic for ICT Shared Service, for instance the governance and structure of the Shared Service require agreement from the two Unitary Councils therefore ratification was delayed until the East recruited into posts to make these decisions, impacting on the recruitment of personnel into the Shared Service. Conversely through

observation it appears that when the East personnel are in post they are more able to “Hit the ground Running” than the West personnel who are predominately from an ex-Borough background. This is evidenced by the fact the majority of work commissioned to ICT Shared Service is from the East with clear strategic goals in place.

2.4.2 Culture

“40% of joint ventures and strategic alliances result in divorce within five years. Making them work is about going beyond best practice,” says Dr Alan Barlow, former CEO international engineering group and former partner at PricewaterhouseCoopers (CIMA, 2010).

Pennington (2003, p.1) defines corporate culture as the integrated patterns of human behaviour that describes “how we do things around here” and is an important tool for winning commitment for sustainable competitive advantage. Rogers and Meeham (2007, pp. 254-261) concur and identifies five key steps for competitive advantage, setting expectations, aligning leaders, accountability for delivery, organisation-wide consistency and communication/celebration. The winning cultures display six key behaviours high aspirations, external focus (customers and competitors), attitude of ownership, bias to action, valuing collaboration and striving for the exceptional. These can be measured through the daily performance of the company's front line

Nguyen and Kleiner (2007, p.3) observe that despite official assurances that any change will be handled smoothly and fairly, ring hollow to a worried work force, consequently employee morale is undermined. Culture plays a major part in the way employees react to the new expectations to resistance, withdrawal and other forms of unproductive behaviours. Pennington (2003, p255) states it's important to clearly communicate the change to minimize disruption and anchor the change into the culture employees want to know

- (i) What is the change
- (ii) How will affect them in the performance of their duties
- (iii) What results are expected

The term “culture clash” has been coined to describe the conflict of two companies’ philosophies, styles, values, and missions. Bijlsma-Frankerna (2001) cited by Nguyen and Kleiner (2007, p.4) say culture may be the most dangerous factor when two companies decide to combine and adopt an “us verses them” thinking. In the case of ICT Shared Service there are seven entities merging into one, with two service sections, Service Delivery and Technical. Change & Implementation, one headed by an ex-Cheshire County Council the other ex-Borough, cultural differences can be observed emerging within ICT Shared Service as each Head of Service shape their structure and strategy.

Salama et al. (2003, p12) their case studies demonstrates that the impact of cultural differences can be minimised if time is taken to conduct a cultural assessment and create a positive atmosphere for capability transfer before initiating any actual consolidation of human and physical assets. This is supported by CIMA (2010) to create a culture of constructive and effective challenge, there also needs to be an environment based on a shared ethical approach and mutual respect

2.4.3 Leadership

Tourish et al. (2010, p.41) define transformational leadership as exist to 'change things'. They render organisations as something different. They help organisations to transform for the better – to find heretofore unknown meaning, to articulate and advance common goals, and to effect (allegedly) outstanding performance. 'leadership rather than management is currently advocated ... as the key to effective organisational performance' (Ford and Harding 2007, p 476). Tourish et al (2010, p.41) expand further while leaders are viewed as dynamic change agents, followers tend to be depicted as relatively passive and powerless, organisational successes are attributed to leadership in general, and to the CEO in particular, the converse also applies. When performance dips, hero leaders of yesterday are suddenly blamed for the decline in performance, even if the leader's behaviour remains substantially what it was during the earlier, heroic period of success.

Paulsen et al (2009, p.1) current study examines the influence of the team leader on levels of innovation by exploring the leader's influence on team interactions. Conceptually, the research extends the understanding of the interaction between leadership styles, cooperative strategies in teams, and group identification in predicting higher levels of innovation, as reported by team members. They have put forward an exploratory model to improve understanding of how a key leadership style (i.e. charismatic leadership) directly influences innovation, but also shapes innovative outcomes through positively influencing critical team dynamics especially around team identification and cooperation. This is supported by Stroll and Seashore (2007) concept that certain patterns of leadership behaviour offer greater potential for organisational change and development, with active formation and facilitation of leadership activity and connection at different points within the organisations and culture development.

Senior and Fleming (2006, p.284) identify the research by Dunphy and Stace (1993) linking leadership style to the type of change. Their research conducted with thirteen public sector organisations which had gone through large scale transformational change, conclude for this type a change a directive, coercive style of leadership is likely to be more successful. Senior and Fleming (2006, p.285) concur by concluding that logic suggests that a more consultative style of management is more appropriate to converging; incremental types of change, Stensaker and Langley (2010, p.7) summarises by using Beer and Nuhria (2000) E and O change strategies. Whereas E is the hard approach, downsizing and restructuring, O the soft approach culture change and collaborative process.

Interestingly Dunphy and Stace (1993, p.917) state once the basis for organisational renewal is in place there is choice to be made at corporate level as to the mix of directive and consultative strategies to keep the momentum of change. Senior and Fleming (2006, p.285) conclude leading change therefore will certainly be concerned with overcoming resistance to change. Nguyen and Kleiner (2007, p.8) conclude that the keys to post-merger success are hands-on leadership styles, a bias for action, clear vision, involvement of the entire

staff, communication of commitment to offer the best value to customers and most of all open and honest communication with employees to maximise involvement. A top down approach engineered by a small group will result on limited buy in and impact on the ability to implement change. This is supported by Bennis (2000, p.74) who quotes “The end of leadership: exemplary leadership is impossible without the full inclusion, initiatives and cooperation of followers, no change can occur without willing and committed followers”. Senior and Fleming (2006, p.415) conclude that a style of leadership to assume is participative, caring of followers, which recognise the role of others working together in efforts to make any organisation successful.

2.4.4 Psychological Contract

Arnold et al. (2005) cited by Senior and Fleming (2006, p.413) the term psychological contract is proving useful to describe or explain people's responses to the changing context of careers and helpful in identifying changes in the organisations' and employees' expectations. Senior and Fleming (2006, p.414) suggest the issues to consider with change in an organisation is the future levels of engagement in relation to trust, commitment and involvement, fairness and recognition that present and future employers and employees have with each other. Neubert and Cady (2001, p.432) concur by summarising; employees with low change efficacy perceptions are likely to prefer the status quo and consequently, have low commitment to programs requiring change. On the other hand, being high in change efficacy is likely to positively relate to commitment to the change program.

2.5 Shared Service

Cheshire County Council (2006) defined partnership working as:-
'Arrangements between two or more independent or legal bodies, organisations or individuals working together to deliver common aims and objectives'. They are important because in area of risk in terms finances, reputation and service delivery.

The transformation of Cheshire County Council's strategy advocated the use of shared services by the creation of Employee Services, P2P and ICT to take advantage of Gershon (2004) efficiency savings and best value for the stakeholders. However the Shared Services served only the County's operations with a view to extend to partnerships with other Government entities in the future, LGR halted this aspiration in one respect but paved the way forward to deliver services across the newly created East and West Cheshire Unitary Councils. This is supported by Tomkinson (2007, p.3) who defines shared services as "the shared provision by more than one local council of a specified service in which service aims and objectives are mutually shared and for which local people are the end customers".

Tomkinson (2007, p.14) identifies one of the reasons councils are so far behind the private sector in the concept of sharing services is that, whilst most councils will have departments undertaking activities such as Finance and ICT, they have not managed the relationships with other departments or actively used service level agreements. However Janssen and Joha (2004, p.219) suggests the issues are more likely to be managerial problems associated with the more traditional forms of outsourcing. Cullen et al (2006, p.57) concur illustrating outsourcing costs cannot be controlled if the program is not well managed. There is a recommended path and a flawed path. The difference is management outsourcing will be most successful if it is viewed as a strategy with a lifecycle rather than a one off transaction.

Initial research by Janssen and Joha (2004, p.219) show shared services are gaining importance in the public sector as a means to innovate, reduce costs and increase service levels, by unbundling and concentrating activities services provided by one local department can be provided to others with relatively few efforts. However there is a debate within public agencies how to manage the Shared Service, they conclude that the management of a shared service is more complex than the management of outsourcing relationship and suggest a relationship dimension model of Kern and Willcocks (2002) is suitable for analysing shared service relationships.

2.5.1 Formation of Shared Services

Willcocks and Feeny (2006, p.69-70) expand with the development of the core-capabilities framework which identifies four competencies of high performing back offices in terms of strategic agility, service excellence and cost efficiency. However Lacity and Willcocks (2006, p14) define four broad categories for retention in house

- i) The business competency – concerned with the elicitation and delivery of business requirements
- ii) The technical competency – concerned with ensuring access to technical capabilities
- iii) The supply competencies – encompasses the external business service market
- iv) The Governance competence – governance and coordination of the back office activities

The ICT structure for the Shared Service, East and West Cheshire has elements of the core capabilities framework model developed by Willcocks and Feeny (2006, p.99) for outsourcing, based on social exchange theory and relational contract theory. Janssen and Joha (2007, p.273) suggest that the framework can be applied to shared services as it explains the dyadic exchange relations as consisting as voluntary transactions involving transfer of resources between one or more actors for mutual benefit. The East and the West has retained the strategic business competency, the technical capabilities are delivered currently through the Shared Service and the governance is jointly shared between the three entities in accordance with this framework. The framework encompasses elements such as legal and economical issues but also takes into account social and behavioural dimensions that arise with the operationalisation of the contract. The core capability framework was also utilised in the recruitment process within ICT Shared Service and the West ICT Strategy Arm.

Core Capabilities

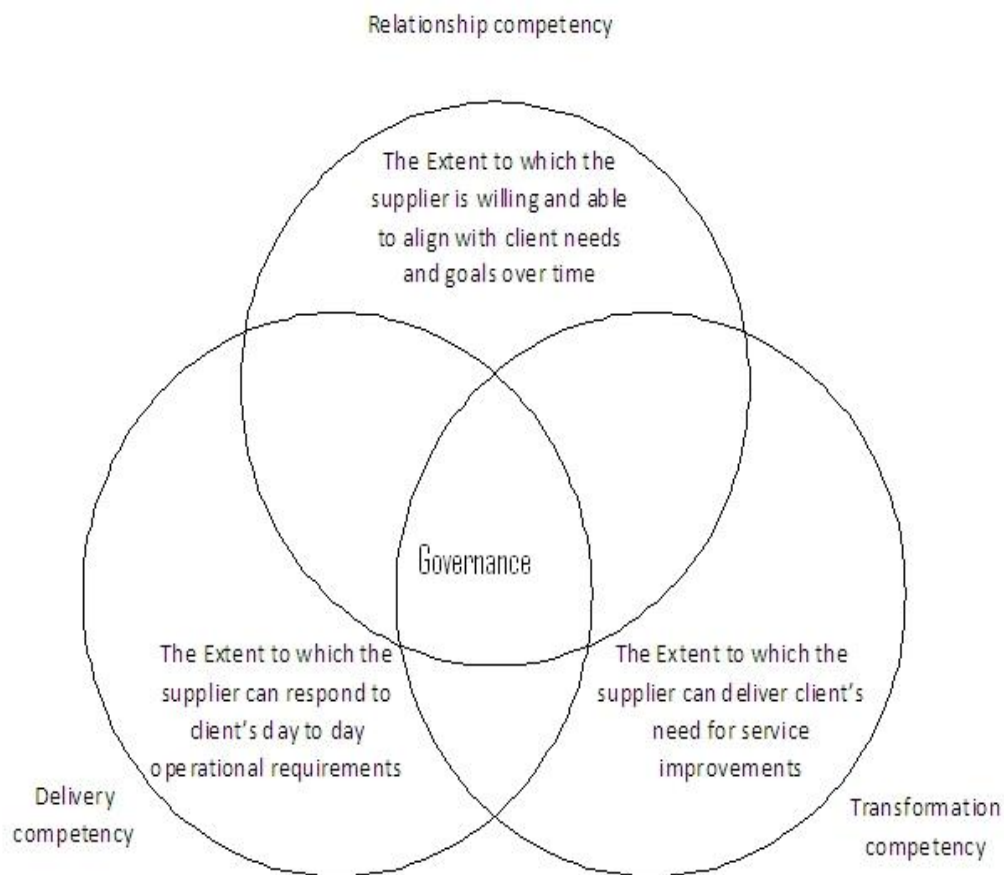


Figure 2.4 Core Capabilities (Feeny, Lacity and Willcocks, 2006 p.99)

The initial formation of ICT Shared Services after LGR was imbalanced due to the service being hosted by the West, with the West Head of ICT in charge of both Services, this caused friction between the two Heads of ICT Service possibly due to conflicts of interest and differing perspectives on delivery of service the West favouring outsourcing the East in house. The balance has been restored in line with the above framework; by the Shared Service being controlled interim by the two Senior Managers, Head of Technical, Change & Implementation and Head of Service Delivery, eventually a Head of ICT Shared Services will be appointed.

2.6 Alternative ways of Service Delivery

Case studies conducted by Joha and Janssen (2009, p.283) show Councils have considered other options for delivering services. The case studies of provision of services follows three councils strategic intent implementing public private partnerships for ICT services and comparing with the alternatives, outsourcing and shared services (Comparative Analysis of strategic intents for PPP's, SS and Outsourcing see Appendix 2 (i) & (ii)).

Comparison of characteristics of PPP's, Shared Services and Outsourcing

Characteristics	PPP's	Shared Services	Outsourcing
Internal/External arrangements	Internal and external	Internal	External
Public or private construction	Public and private	Public	Private
Type of Service	New/Future core or non-core services	Existing core service	Existing non-core service
Relationships	Many clients and many vendors	Many clients - one vendor	One client - one or many vendors
Principle Agent	Principles and Agents in both organisations public and private	Principle and Agent in one organisation public	Principle and Agent in district organisations public and private
Risk	Shared between public and private organisations	Shared between the internal organisations	Transferred to the external supplier
Imitations in scale and scope	Medium	High	Low

Figure 2.5 Comparison of characteristics of PPP's, Shared Services and Outsourcing. (Joha and Janssen, 2009 p.291)

Joha and Janssen (2009, p.290) conclude the decision to introduce a PPP can compete with a decision to outsource or shared service. In comparison with outsourcing shared service is an internal arrangement concerning one internal vendor and many clients while PPP is both internal and external. Willcocks and Feeny (2006, p.99) core capabilities framework was initially compiled for overseeing outsourcing arrangements but as Janssen and Joha (2007, p.290)

conclude it can be used equally well for shared services as it clearly defines the client supplier relationship and therefore mitigates the risk of transfer of control.

Joha and Janssen, (2009, p.290) state outsourcing can be used to eliminate a burdensome IT function to free capital or resources for core activities, SS and PPP's are restricted by the limitations of the internal organisation or central Government funding to accomplish economies of scale and scope. Conversely Edinburgh CC, Birmingham CC and Bradford MBC strategic intents to formulate PPP's (See Appendix 2 (i)) can be said to exhibit the same desired outcomes of effective, efficient and economic ways of delivering ICT services. Shared services expanding Tomkinson (2007, p.3) definition is more in line with Government initiatives allowing partnership working with Fire, Police and other councils such as East and West Cheshire also to exploit new technologies and efficiency savings.

Gottfredson and Phillips (2005, p.49) observe that outsourcing decisions should be taken in a strategic context by analysing not where they can outsource to lower costs and improve quality but which capabilities are vital to their core business improve quality. Unfortunately, too many executives focus more on using outsourcing to achieve cost cutting rather than on its potential for capability enhancement. As a result, outsourcing often fails to measure up to expectations, even purely on the basis of cost savings. One reason is that most companies continue to make sourcing decisions on a piecemeal basis. This is evidenced by a recent survey undertaken by Bain in large and medium sized organisations which found, although 82 percent of large firms in Europe, Asia, and North America have some kind of outsourcing arrangements, and 51 percent use offshore outsourcers, almost half say their outsourcing programs fall short of expectations. Only 10 percent are highly satisfied with the costs they're saving, and a mere 6 percent are "highly satisfied" with offshore outsourcing overall.

2.7 Conceptual Model

The Conceptual model is based upon integration of Lewin (1951) Forcefield analysis, the creation of shared services and the relationship between provider and customer in shared services models (Tomkinson, 2009, p.12) integrated with the structure of Cheshire ICT. The unfreezing stage according to Cummings and Worley (2005, p.22) is disturbing the status quo, the seven entities to form two unitary Councils. The second phase is the formation of the two entities and the final stage involves the stabilisation but the model also shows the forces impacting on the Shared Service. At the centre are the individual and the change factors which are affecting the individual performance and the psychological contract which impacts on the higher elements of transformational change Culture, Leadership and Vision and Strategy. (Burke and Litwin 1992, p.523) cited by Hayes (2007, p122)

A Casual Model of Organisational performance and change

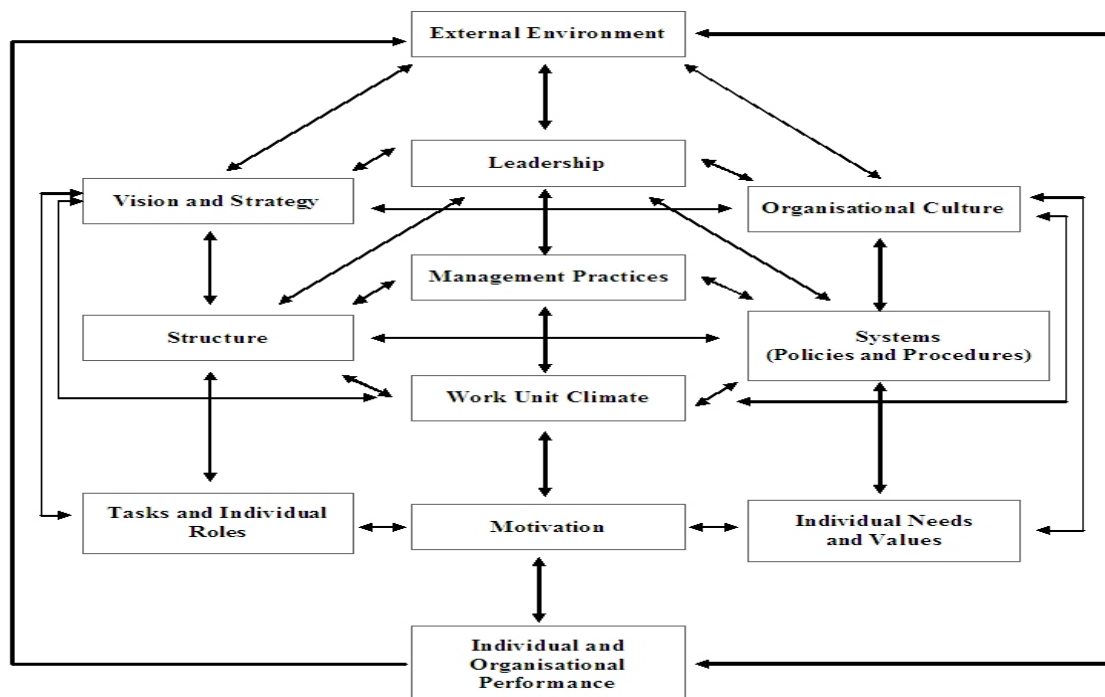


Figure 2.6 A Casual Model of Organisational performance and change_Burke and Litwin (1992, p.523) cited by Hayes (2007, p122)

Conceptual Model

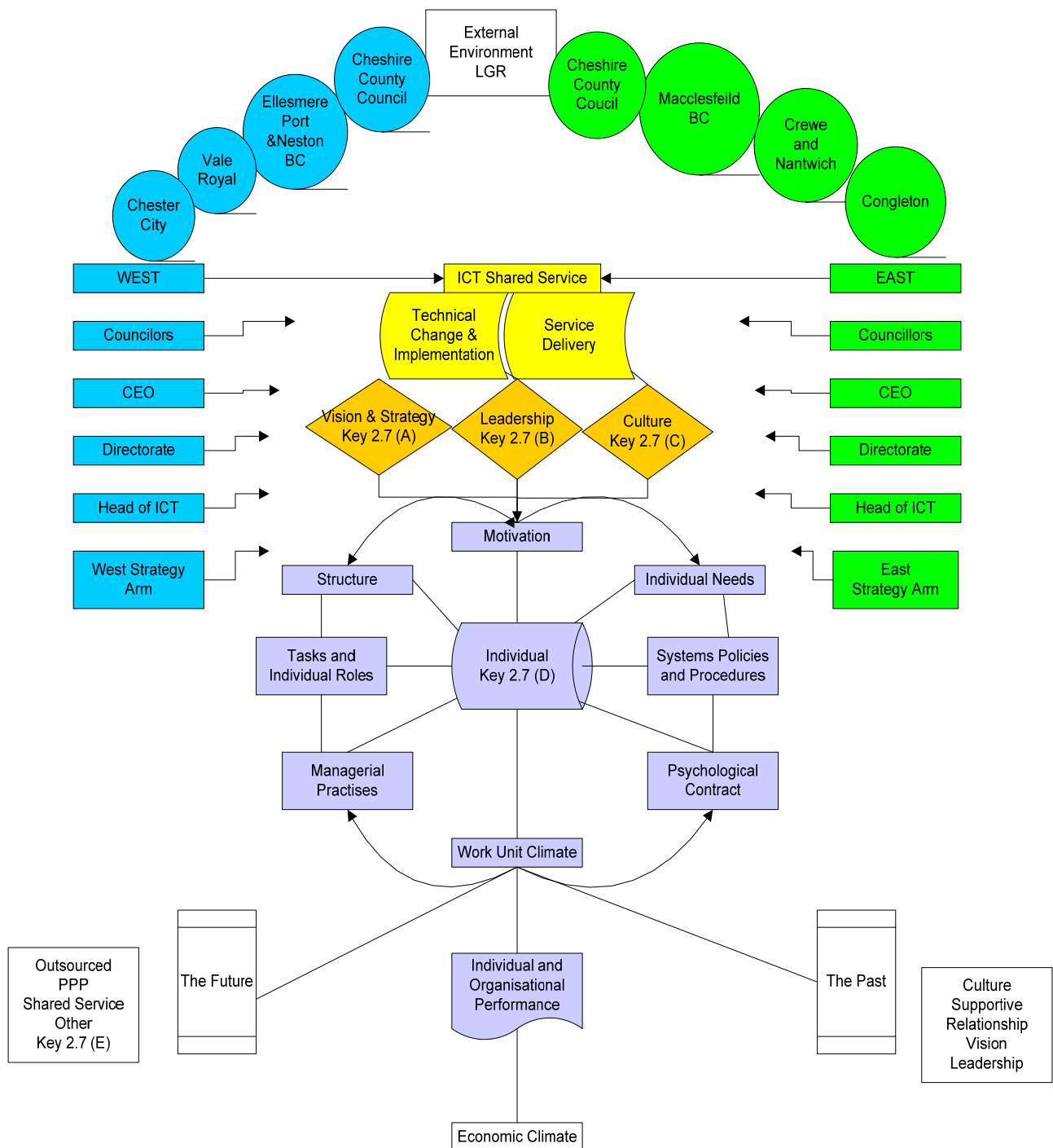


Figure 2.7 Conceptual Model

2.7.1 Conceptual Model key

Chapter 2 (2.7) Figure 2.7 – a - Vision and Strategy (Hayes 2007, p.123)

Chapter 2 (2.7) Figure 2.7 – b - Leadership (Hayes 2007, p.123)

Chapter 2 (2.7) Figure 2.7 – c - Culture (Hayes 2007, p.123)

Chapter 2 (2.7) Figure 2.7 – d – Individual - Burke and Litwin (1992, p 523)

Chapter 2 (2.7) Figure 2.7 – d – Individual- Psychological Contract (Senior and Fleming 2006, p.414-5)

Chapter 2 (2.7) Figure 2.7 – d - Individual - Structure - ICT Shared Service Structure (2009) Core Capabilities (Feeny, Lacity and Willcocks 2006, p.99)

Chapter 2 (2.7) Figure 2.7 – e - The Future of Shared Service (Joha and Janssen (2009, pp.283-292)

2.8 Chapter Summary

The Literary review looks at the established theories of change management theory, explores the varieties of changes an organisation can adopt using the findings to define the change associated to Cheshire Council and the six Districts Councils.

The chapter then reviews the transformational change factors and how they shaped the two unitary Councils and ICT Shared Service. It further explores the various change management strategies to implement change and compares the change management strategy Cheshire undertook during its transitional period.

It then looks at the alternatives for the provision and delivery of services, shared, outsourced and private public partnership initiatives by using research undertaken with Bradford MBC, Edinburgh and Birmingham City Council. Finally the review contains the conceptual model and explanation of appropriateness of use.

3. Methodology

3.1 Introduction

This chapter details the philosophy chosen for the research, the strategy, methods and instruments used in designing the research, outlining the validity and reliability of the chosen methods

Hofer (2002, p.1) observes even in our most mundane encounters with new information and in our most sophisticated pursuits of knowledge, we are influenced by the beliefs we hold about knowledge and knowing.

Paradigms represent a distillation of what we think about the world. Our actions in the world including the actions we take as an enquirer cannot occur without reference to those paradigms. Inquiry whether physical or social sciences has passed through a number of "Paradigm Eras", periods in which certain sets of basic beliefs guided enquiry in quite different ways, Prepositivist, Positivist and Postpositivist each period has its own unique Metaphysical principles 'basic beliefs'.(Lincoln and Guba.1985, p.15). Therefore it is important to set out the philosophy on which the research is undertaken in order for the reader to understand the basis and underlying principles adopted.

Conversely, Tashakkori and Teddlie (2009, p.30) suggests that it may be more appropriate to view philosophy as a continuum rather than opposite positions and to study what interests the researcher and in the way is deemed appropriate

3.2 Research Philosophy and Axiology

3.2.1 Research Philosophy

The epistemological basis for this research is interpretive. That is the researcher will not assume that all aspects of ICT Shared Service is either or both an observable phenomena and that subjective meanings can provide acceptable knowledge (Saunders et al, 2009, p.119). The research question requires an approach that seeks an understanding of human behaviour, an empathic understanding of human actions within the ICT Shared Service changing social world, what Fisher (2007, p.21) classifies as Gnostic, emphasises plurality, relativism and complexity.

The research forms a subjective ontological basis in that the future of ICT Shared Service is not preconceived. The research explores perceptions and consequent actions of social actors in the social construction of the situation, understanding the reality of the impact of LGR and the subsequent changes in ICT Shared Service. However the phenomena are based upon perceptions, meanings and actions and therefore subject to different social actions, meanings and viewpoints (Saunders et al, 2009, p.111).

3.2.2 Axiology

Heron (1996) cited by Saunders et al (2009, p.116) argues that our values guide the philosophical stance and the researcher should be able to articulate their own values and judgement of the research axiology. This is applicable in relation to this research as it is conducted within the researcher's own organisation and is experiencing the transformation process. However as the researcher is part of what is being researched, the research will be subjective and biased by the world view and cultural experience of being employed in ICT Shared Service and Cheshire West, these factors will impact on the research paradigms and metaphysical principles.

3.3 Research Approach, Strategy and Justification

3.3.1 Research Approach

The writer will be attempting to understand the context and examining the social phenomena of the changes in the organisation, using an interpretive paradigm, making sense of the ICT Shared Service world, through observation and participation in the transformation. Therefore the research approach will predominately be inductive using a variety of methods to collect data in order to establish different views of the transformation phenomena (Easterby-Smith et al. 2008. p.7).

3.3.2 Research Strategy

A case study is appropriate firstly as an empirical inquiry, in other words to understand the real-life phenomena of the transformation of Cheshire local government into two Unitary Councils and the contextual effect it has on the Shared Service. Secondly, because the phenomena and context are not always distinguishable in real-life situations, other technical characteristics, including data collections and data analysis strategies, are part of the inquiry in the form of a Telephone Interview, Self Administered Questionnaire and Semi-Structured Interviews (Yin .2009, p.18).

Yin (2009, p.5) states for research at least six types of case studies can be identified, for the purpose of this research it will take the form of an explanatory case study as data bearing on cause and effect relationship explaining how the events happen.

3.3.3 Justification for the adopted paradigm

Hofer (2002, p.4) observes interpretive research methods are prone to criticism because they embrace variations of ontology, of multiple, individually constructed but socially and culturally constrained realities. However the interpretive paradigm is appropriate because it is researching within the organisation trying to understand the journey of ICT Shared Service through the

transformation process and whether it will survive as the two new unitary councils emerge, in contrast to positivist approaches within which the researcher is independent of reality

A case study was undertaken as it has the ability to investigate particular phenomena within its real life context and is an all encompassing method of logic of design data collection techniques and specific approaches to data analysis (Yin. 2009, p.18).

3.4 Research Design and construction of the Research Instruments

3.4.1 Research Design

The research will consist of multiple methods to provide better opportunities to answer the research question also to limit subjectivity and bias to allow better evaluation of the research finding (Tashakkori and Teddlie. 2009, p .14). The primary data will firstly consist of a survey in the form questionnaire which can be assessed quantitatively using descriptive and inferential statistics to generate findings on how the transformation affected other social actors in ICT Shared Service and their thoughts to the future of the service. Secondly semi-structured interviews will be conducted with the two Heads of Service within ICT Shared Service for balance and understanding of their issues and perceptions of the transformation to provide qualitative data.

Bedfordshire council Head of ICT Shared Service was approached in a telephone interview, due to the geographical location, to discuss their transformational issues due to LGR and thoughts for the future of their service.

Finally as a participant observer in the transformation collecting experiential data on the writers own perceptions and feelings and drawing from briefing documentations throughout the change period.

3.4.2 Questionnaire Design and Construction

Permission was sought from Dr M Neubert of Baylor University to adapt some of the investigative questions and scales described in a paper published by Personnel Psychology (Neubert and Cady, 2001, pp.421-445). The questions were tailored to reflect the transformational factors, (2.7 Figure 2.7 – a, b, c) cited by Hayes (2007, p.123), Leadership, Organisational Culture, Strategy and Vision, in respect of the organisation and the effect on the individual and the psychological contract. The question format was a mixture of variables defined by (Dillman. 2007, p.88-92), opinion variables, recording how the respondents feel about the change and what they believe to be true or false. Behavioural variables, to collect data on how the change affected the individual and their general reaction to change (2.7 Figure 2.7 – d). The attributes variables to ascertain gender length of service and disaggregated authority. See Appendix 3 for Questionnaire

Permission was obtained from the two Heads of ICT Shared Service to utilise the software package 'InfoPath' and the distribution list of e-mail accounts for ICT Shared Service, to enable the introduction, purpose of the research and link to the questionnaire on the web-based intranet site to be sent out electronically, the completed responses to be automatically submitted direct to an e-mail account.

The questionnaire was approved by the writers' Tutor, then vetted by the Research and Intelligence Department to ensure it met ethical and Council standards and by the two Heads of Service to ensure they were comfortable with the questions asked. A small group of cross-sectional personnel within ICT Shared Service pre-tested the survey to ensure the questions were fully understood and unambiguous.

The questionnaire used a five point Likert-style rating scale to collect data on the finer shades of respondents opinion of the change situation at the point in time, to determine how the respondent feels after the transformation in respect

of motivation and performance. The culture perceptions reflected by the organisation and the individual and the organisational vision and strategy and whether these have been communicated effectively. The final three questions offered the respondent a list of responses to choose from, firstly choosing the traits the respondent believe to be important for successful leaders, (Senior and Fleming 2006, p.256), in order to provide a benchmark and comparison of the rating questions pertaining to leadership. Secondly a list of options for the respondent to consider for the future of ICT Shared Service, using the alternative options discussed by Joha and Janssen (2009, p.283), Outsourced, Public Private Partnerships, Shared Service with the additional option of desegregation to Cheshire East and West. (2.7 Figure 2.7 – e) Finally the attribute variables, length of service, employed by East or West and gender

3.4.3 Limitations of Questionnaires

The limitations of utilising the Intranet discussed by Survey Systems Design (2009, p.1) has been addressed by the software selection, controlling any multiple responses which could bias the research and the survey sample restricted by invitation only to ICT Shared Service personnel to complete the survey on line. However the questionnaire is still limited by habitation as the response choices are the same, apart from the final three questions, therefore the technique of the “positive” answer has been applied to some questions in order for the respondents to think about the answers to obtain more accurate data.

There could be personal bias depending on positivism, staff morale, how they have been treated or perceived to have been treated in the transformation period and how they feel towards the organisation at the time the survey is undertaken. The charismatic nature of the leader will also introduce limitations depending on relationship and length of time working together.

3.4.4 Semi Structured Interviews

The semi-structured interviews with the two Heads of ICT Shared Service consisted of six open-ended questions; see Appendix 4, based upon the

transformational factors, Lewin's (1951) Force field analysis and the Conceptual Model contained within Chapter 2, (2.7) Figure 2.7. Semi-structured interviews target and focus the case study topic, in addition can provide insight to perceived casual inferences and explanations to the real live situation. However its limitations again are personal bias either by the interviewer with poor recall or misunderstanding the answer or the interviewee saying what they believe the interviewer wishes to hear (Yin, 2009, p.102). To mitigate these factors the interviews were arranged away from the working environment to limit distractions and the questions were pre-seen.

3.4.5 Observation

The participant as observer describes the role adopted and the purpose of the experiential data on perceptions and feelings experienced in the process of the research period. This method is contextual and covers events in real time, gauging the social actor's reactions feelings and perceptions. However reflexivity to the event may proceed differently because it is observed or bias because of writers' own interpretation of events but the observations give perceptions and feeling to a sequence of events which are evidenced by the briefing letters from each council and shared services (Yin, 2009, p.102).

3.4.6 Rejected Methods

There are many well established research methods but as Saunders et al (2007, p.295) the chosen method(s) should be guided by the appropriateness of the method for the research question and objectives. Multiple methods was selected due to the research strategy of a case study in order to provide different perspectives of the phenomenon under study, to undertake additional methods was deemed to give the research no further value.

The use of a shared Focus group with another MBA student was rejected as their research was primarily conducted within Cheshire East, therefore not the same sample group as this research required, encompassing the whole of ICT Shared Service. However it was agreed to engage each other as a scribe for

interviews to combat some of the disadvantages associated with interviews such as inaccuracies due to poor recall (Yin, 2009, p.102).

Since the research proposal some of the aims have been amended and the scope of the methods scaled down to meet the new objectives. It was proposed to send the questionnaire to all the shared services; consequently because of the West employee questionnaire it was only conducted in ICT Shared Service to avoid confusion.

It was also proposed to request permission to conduct the questionnaire in Bedfordshire and Shropshire and include the ICT Heads of Department from those Counties in the semi-structured interviews to compare and contrast the transformational factors within a Council, where four entities became two Unitary Councils similar to Cheshire and the later seven entities became a single Unitary. However due to time constraints it was not considered feasible.

3.5 Research Procedure

3.5.1 Reliability, Validity and Triangulation

Validity is concerned with the appropriateness of the research strategy and relevance of data collection techniques, whereas reliability is the record of evidence. Justification of both factors, outlined in 3.3, provides the evidence that the research was conducted and implemented in a fair and objective way with steps undertaken to minimise bias (Biggam, 2008 pp.99-100).

3.5.2 Administration of the Instruments and Data Analysis

(i) Questionnaires

The self administered questionnaires was sent out using the ICT Shared Service distribution list on Outlook to a sample size of 225, the accompanied e-mail introduced and explained the research. Completion of the survey was purely voluntary and could be accessed by clicking onto the link to the intranet site. On completion a submit button was pressed with a subsequent message

thanking the person for taking part and confirmation that the completed form had been submitted.

On receipt of the e-mail, the researcher checked whether it was a duplicated submission and allocated a sequential reference number. The completed questionnaire was cut and pasted into an Excel spreadsheet stored away from the organisation and after the survey closing date the e-mails were destroyed to preserve anonymity. Each response was coded 1 to 5, where 1 represented Strongly Disagree and 5 Strongly Agree, the list and attribute questions was coded 0 if blank or 1 if the box ticked. The data was then exported into SPSS a statistical data analysis package, to extract data for frequencies and graphical representations the outputs subsequently copied into a word document to utilise in the findings chapter.

The questionnaire was planned to be conducted week commencing the 15th March 2010 to the 22nd March 2010, this coincided with a planed staff survey for the West, to avoid confusion the date was altered to the 24th March 2010 until the 2nd April 2010. However due to a sickness absent on the afternoon of the 24th by the authorised person who had permission to access the distribution list, the sending of the e-mail was unavoidably delayed until the 29th March 2010 which could impact on the number of responses due to the start of the Easter Holidays.

(ii) Semi Structured Interviews

The semi-structured interviews with the Heads of Service took place on 23rd and the 25th March 2010 in an independent meeting room, the invitation along with the questions was sent out electronically, consent to participate was obtained beforehand.

The Interview consisted of six open-ended questions (Appendix 4 – Questions and references) based upon the conceptual model contained within Chapter 2 (2.7) Figure 2.7. A colleague was approached to scribe in order for the interviewee to concentrate on the answers, but due to work commitments the interviews were conducted alone. To minimise bias and poor recall the

interviews was written up immediately after for accuracy, the transcripts again was stored off site for data protection and confidentiality. The data will be compared and contrasted with the self administered questionnaire responses to offset subjectivity and bias.

(iii) Telephone Interview

The telephone interview was conducted after an introductory e-mail to Bedfordshire ICT explaining the purpose of the research and asking for a contact to speak to. The subsequent telephone call was made at a pre-arranged time and date, and took the form of open-ended questions. The limitations were attempting to transcribe during the conversation, the inability to read body language and facial expression. The telephone call was followed up by a thank you e-mail

(iv) Observation

This took the form of a longitude research, a participant as observer it provided as “microanalytical glimpses” of short periods of activity, (Jonsen and Jehn, 2009, p.10) and experiential data on perceptions and feelings experienced in the process of the transformation prior and post vesting day. The steps taken to minimised bias to the researcher kept a log of briefing letters from each council and shared services as evidence of the events

(v) Previous Research

The empirical research carried out by LSG(4) (2008) set out to discover if there was a relationship between Management, leadership, leadership styles and the proficiency of the style in the differing functional situations, operational and strategic and whether leadership was universal or contingent. The sample study consisted of four senior managers in the public sector, two from the private sector, three in strategy and three in operations and two women one in strategy and one in operations, the research instruments used were semi-structured interviews and a questionnaire with a five point Likert scale based on

Blake and Mouton (1991) Leadership grid in order to determine the style of leadership, concern for people or concern for production. See Appendix 5 for (i) Questionnaire and (ii) Semi-Structured interview questions (2008)

3.5.3 Triangulation

Jonsen and Jehn (2009, p.17) observe through a systematic integrated process of triangulation techniques, offsets subjectivity and researcher bias, to increase the reliability and validity of the study. In this research by using one or more techniques it allows triangulation of the results to gain a range of perspectives and a more rounded picture, questionnaires have been used to gauge perceptions of the employees of ICT Shared Service and semi-structured interviews to give balance and offset subjectivity.

3.6 Ethical Considerations

Cooper and Schindler (2008, p.34) cited by Saunders et al (2009, p184) define ethics as the 'norms and standards of behaviour that guide moral choices about our behaviour and relationships with others.' In this research a deontological view has been taken relating to consideration to the members of ICT Shared Service, the questionnaire was conducted openly, vetted by Research and Intelligence and the Heads of Service, all participants were purely voluntary and care was undertaken to preserve confidentiality and anonymity. The 'InfoPath' software used as a platform for the questionnaire was checked to ensure the licensing agreements was in place before use.

Consent for the semi-structured interviews was obtained before the invitations were sent out and the questions were pre-seen by the interviewees to limit embarrassment and stress, permission to use specific quotes was requested at the interview.

Observation was based on feelings and perceptions to the events and not specifically to any individual and evidenced by the documentation distributed by Cheshire East and West.

The previous research participants were approached for permission to use the findings in this research project, the original study was undertaken voluntarily and the semi-structured questions were sent out prior to the interview.

3.7 Chapter Summary

This chapter outlines the methodology of the case study with considerations of the validity and reliability of the chosen methods.

It then explores the research approach and strategy to answer the research question, the research designs and methods which will be deployed, observation, a questionnaire and interviews and discusses their effectiveness and limitations.

It finally looks at the ethical considerations of the case study and the research design and collection of data.

4. Findings

4.1 Introduction

This chapter analyses the findings from data collated from previous research, the telephone interview with Bedfordshire ICT Shared Service, the questionnaire and semi-structured interviews conducted with the employees of Cheshire's ICT Shared Services and the two Heads of the Cheshire's ICT Services, Technical Change & Implementation and Service Delivery. Evaluation and implications of findings to the research question and research aims will be discussed in Chapter 5

4.2 Analysis of research participants and non-respondents

The questionnaire was distributed electronically via the intranet using the ICT Shared Service distribution list, this amounted to 225 personal invited to complete the survey. From this number 69 completed surveys were received representing 31% of the population, it is recognised that the poor response rate was possibly due to the unavoidable delay of the questionnaire being sent out, coinciding with the week before Easter and the instructions to lengthen the response deadline ignored. However the responses received did provide an interesting reasonable assessment and contribution to the research question. All the questions were answered by the 69 respondents except one who omitted answering any questions in section two.

Although ICT is a Shared Service its members comprises of both East and West employees determined by home post codes, the majority living nearest to County Hall in Chester were disaggregated to East Cheshire. The Shared Service composite is 49% representing West Cheshire and 51% from East Cheshire. There were 56% responses from the West Cheshire employees and 44% responses from East Cheshire employees, see Figure 4.1, which is interesting as the West Cheshire employees were invited to complete a survey week commencing 15th March 2010 finishing on the 22nd March 2010

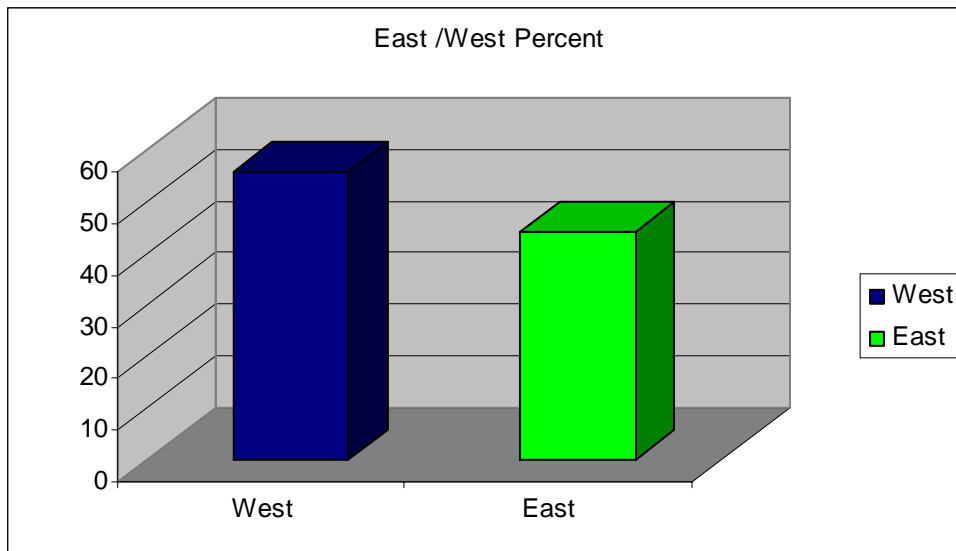


Figure 4.1 The number of responses from East and West Cheshire employees

The gender of the responses was split 54% male and 46% female, a possible reason for the difference could be the survey coincided with a school holiday. The length of service showed the questionnaires were completed by a cross section of respondents; range from one to thirty five years, the central tendency of distribution, with the highest number of responses from those employees serving three years, the second highest, a three way tie, consisting of two, four and six years shown in Figure 4.2

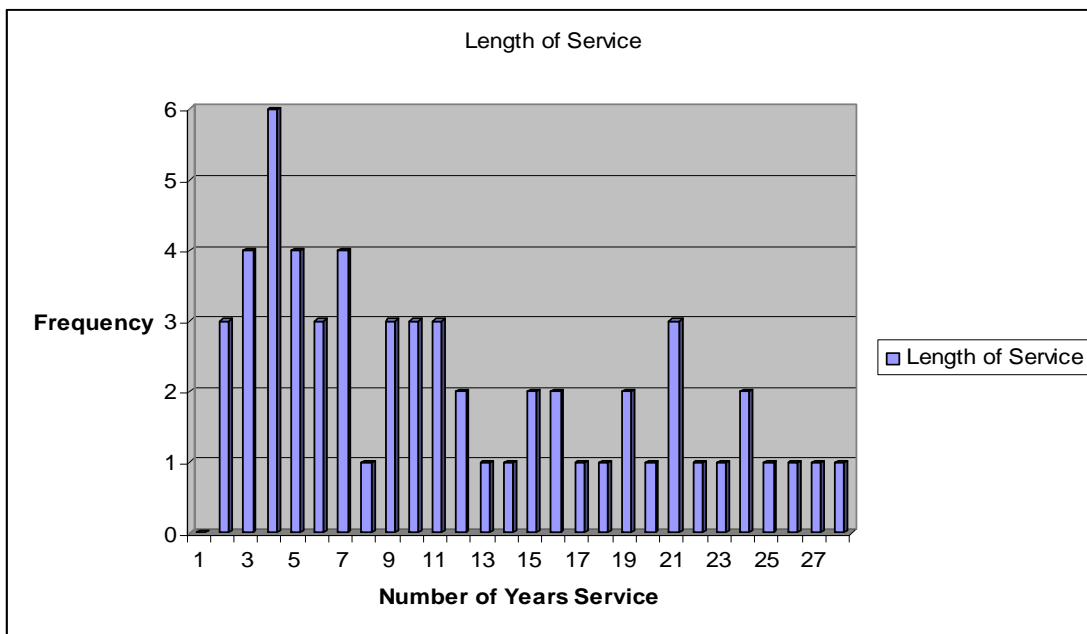


Figure 4.2 Length of Service

The semi-structured interviews were conducted with the two Heads of Service, they are both male, one was disaggregated to East Cheshire and one to West Cheshire, they have a total length of service of 28 years between them.

4.3 Presentations and discussion of findings and including presentation and discussion of tables and charts

The Questionnaire was divided into four sections representing the high level transformational change factors, Leadership, Culture, Strategy and Vision (Hayes, 2007 p.123) (2.7 Figure 2.7 – a, b, c). The forth section using the additional underlying factors a casual model of change, from Burke and Litwin (1992) cited by Hayes (2007 p.122) (2.7 Figure 2.7 – d) illustrated in Figure 2.6, which contribute and concern the individual performance and the psychological contract, its impact resulting from the change. The questionnaire contained two additional opinion questions, firstly, where respondents were asked to choose from a list of what traits they judged to be required for successful leadership (Senior and Fleming (2006, p.256). Secondly, an opinion on the future of ICT Shared Service with choices of, to remain as a Shared Service, Public Private Partnership, outsourced, disaggregated to East and West or other. (Joha and Janssen, 2009, p.290) (2.7 Figure 2.7 – e)

4.3.1 Vision and Strategy (2.7 Figure 2.7 – a)

The external environment factor for the transformation was the decision by the Secretary of State to accept the proposal of two unitary councils for Cheshire, this factor according to 52% of the respondents presented opportunities to make overdue changes in the Organisation; this is also evidenced by the new structures where a flatter management structure is place. However this change initiative has enabled the Shared Service to be in a position where the impact of spending cuts by Central Government is minimised by already going through the process of rationalisation. See Appendix 6, a newspaper interview with the Chief Executive Steve Robinson. Conversely the reasons and benefits of why the visionary changes in ICT Shared Services has been implemented according to the results, have not been communicated clearly as shown in Figure 4.4

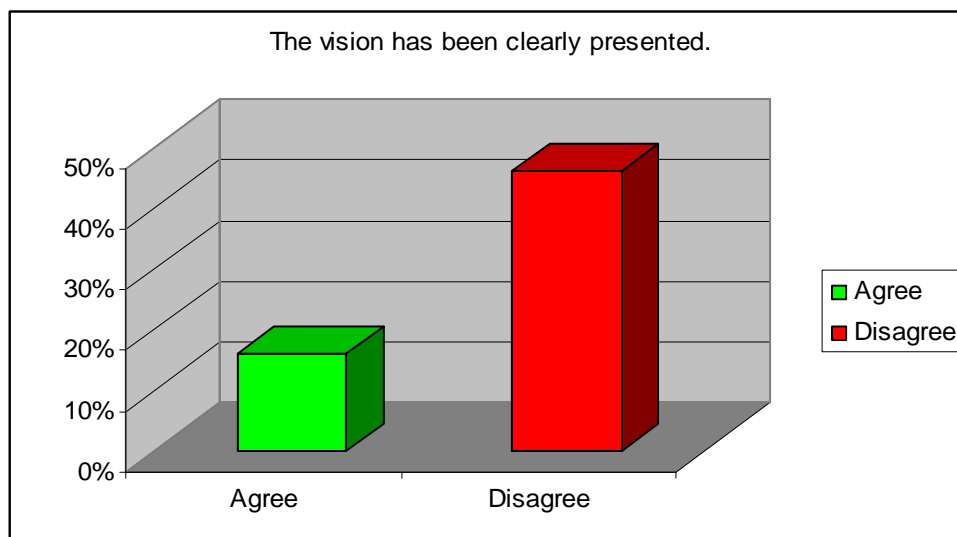


Figure 4.4 The Vision has been clearly communicated and presented

This is explained by the answer contained in one of the semi-structured interviews with the Heads of Service, they were asked to comment on the strategic vision for ICT Shared Services and whether these goals have been communicated effectively to employees of the Shared Service.

“ICT Shared Services have been unable to formulate a vision and long term strategy due to the East and West ICT Strategy arms not having a strategic business plan for provision of ICT services, in order for the service to build and shape depending on stakeholders requirements. The business plan for ICT Shared Service at present has no expectations no clear vision only to produce outcomes and concentrate on delivering the differing needs and differing approach for the service to the two East and West ICT strategy arms”.

“In some respects we are a year behind, due to the absence of clear vision, ICT strategy and Governance, since Vesting Day it is evident that the Service has experienced the ‘Storming’ stage and only just progressed to the ‘Norming’ stage where we should have been April 2009, Vesting Day, ready to commence ‘Performing’ and delivering a service”.

4.3.2 Leadership and Successful Leadership Traits (2.7 Figure 2.7 – b)

(i) Leadership

When the Heads of Service were asked their preferred style of leadership, one preferred, collaborative and consultative which he felt is a style which produces results; the other preferred a contingent approach adapting the style appropriate for the situation. However both felt during the changes to ICT Shared Service especially downsizing there has been no other choice, as the choice has already been made at the top and therefore it becomes directive

Leadership through the Change Process

It is clear from the results that the employees know both Heads of Service are committed and support the changes with 46% agreeing as opposed to 20% disagreeing and 46% thought that immediate supervisors explained the reasons for the recruitment process into the new structure well. However only 11% of the members felt that the recruitment change process into the new structure was free of bias, 21% implemented fairly, 18% consistently and only 21% agreed it upheld ethical and moral standards as shown in Figure 4.5

Questionnaire – Leadership through the Change Process (2.7 Figure 2.7 - b, d)	Agree	Disagree
I've received regular communications about changes related to the change initiative	46%	36%
In relation to this change initiative, top management has dealt with me in a truthful manner	23%	44%
The procedures associated with the change have been applied consistently	18%	48%
The procedures associated with the change have been free of bias	11%	44%
I have been able to appeal the outcomes associated with the change.	11%	41%
The procedures associated with the change upheld ethical and moral standards	23%	38%
In relation to this change initiative, top management showed concern for my rights as an employee	26%	43%
The process through which the change initiative was implemented has been fair	21%	52%

Table 4.1 Leadership through the Change Process

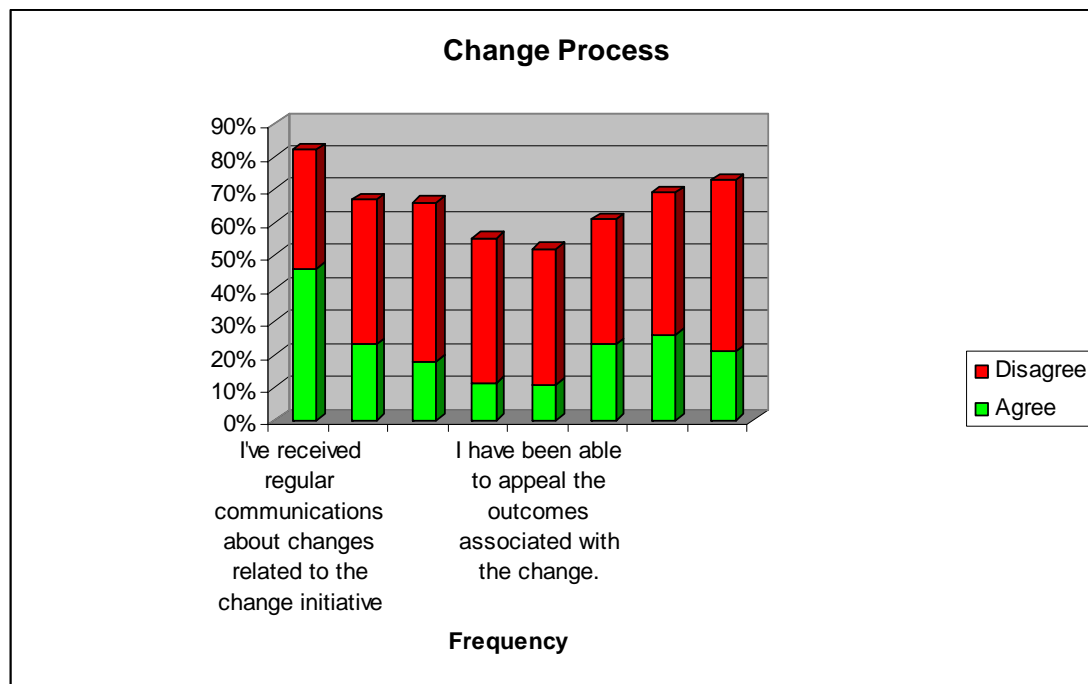


Figure 4.5 Leadership through the Change Process

(ii) Successful Leadership Traits

In the opinion of ICT Shared Service 93% chose honesty as the trait required for a successful leader, followed by knowledge of the business 86.9% and empathy 77%. Associated charismatic traits such as social skills scored nil closely followed by need for power 1% and extrovert personality only 3%.

Figure 4.6



Figure 4.6 Successful Leadership Traits

4.3.3 Culture (2.7 Figure 2.7 – c)

During the semi-structured interviews the Heads of Service were asked what extent are the standard ways of operating in ICT Shared Services difficult to change due to the integration of many cultures, because of Local Government reorganisation and the nature of the different environments the two Services operate under.

“Each service within ICT Shared Service certainly operates in a differing environment due to the nature of the task, Service delivery is reactive and customer focused, Technical Change & Implementation, long timescales of implementation and development of projects. However the culture needs to be the same over the two services in order to standardise the delivery of services to the East and West, it is intentional to ensure that the new vision

and strategic direction will reinforce a culture across the two ICT Shared Services”

“The integration of the cultures from the seven entities has proven encouraging and it is noticed there is a willingness to be less defensive about the way things were done and more openness to say Ok that’s interesting we can use that in this way or that will compliment the way we can to do this”.

“There needs a blend of behaviour and re-thinking to ensure the level of culture adapt to the demands of the various stakeholders expectations for delivery. A commissioning document is being worked upon which will form the basis of the vision and expected performance. The change by judgement was dramatic and traumatic which challenged standard operating, creating a way forward for new ways of doing things new roles and a new way of thinking”

4.3.4 Impact on Individual Performance and Psychological Contract

(i) Individual Performance (2.7 Figure 2.7 – d)

Tasks and Individual roles

It is evident from the results that there is still uncertainty of tasks and individual roles 82% feel after the changes have been implemented there is no direction, no clear plan for making the changes a success although 3% agreed they were certain, 47%, of which 15% strongly feel there are no clear planned goals or objectives for individual performance and 43%, 13% strongly feel their role and responsibilities aren’t clear, although 23% have clarity. Figure 4.7

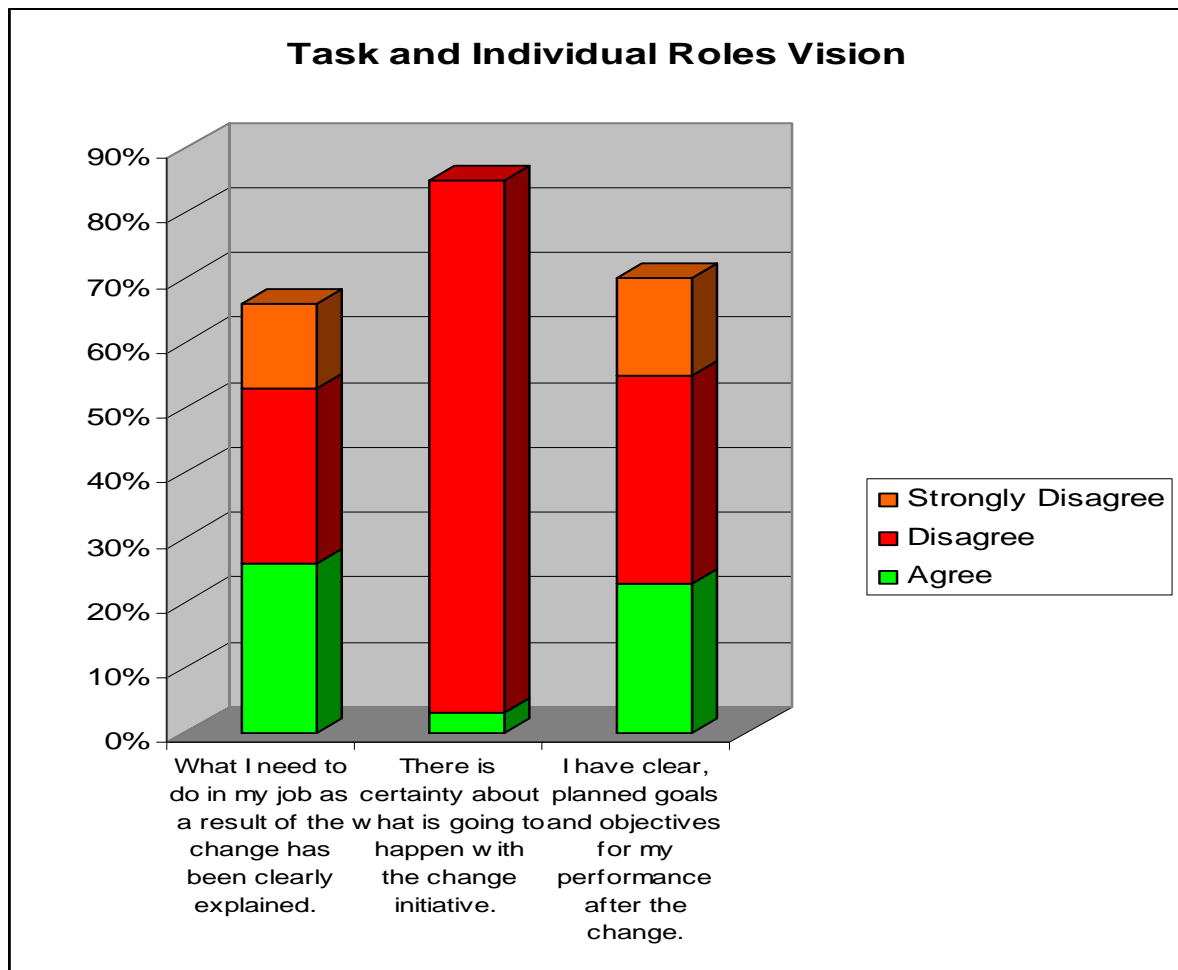


Figure 4.7 Task and Individual Roles – Vision and Strategy

Individual Values

Despite the feeling overall that the recruitment process into the new structure was unfair as illustrated in Figure 4.5 the individual behaviours and values towards work ethics still remains positive, whereby 56% of respondents of which 20% strongly will continue to do their best for the Shared Service 51% like to be absorbed in their work and 43% are satisfied with their job. However there still remains a work life balance whereby only 20% feel that the most important things that happen involve their job, 67% agreeing that their job is only a small part of who they are and 56% can detach from their work. Figure 4.8

Individual Values (2.7 Figure 2.7 – d)	Agree	Disagree	Strongly Disagree
The Most Important things that happen to me involve my job	20%	61%	
My job is only a small part of who I am	67%	19%	
Usually I feel detached from my job	18%	56%	
Most of personal life goals are job-oriented	18%	64%	
I like to be absorbed in my job most of the time	51%	26%	
All in all I am satisfied with my job	43%	36%	
Working in this organisation will discourage me from doing my best	13%	55%	20%

Table 4.2 Individual Values

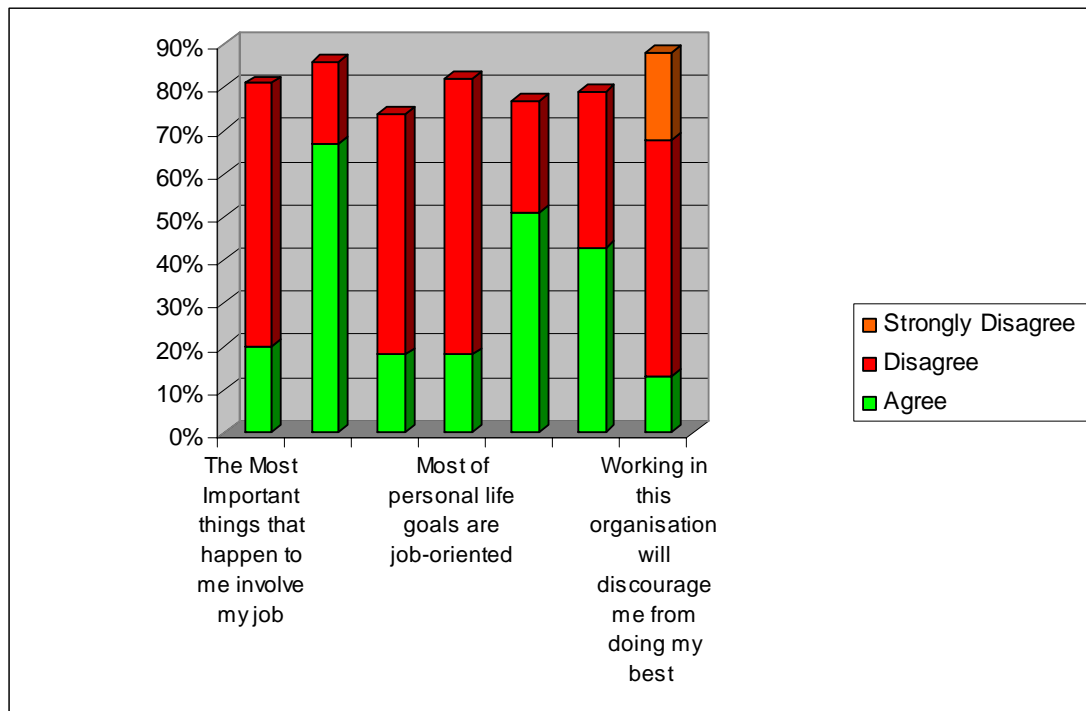


Figure 4.8 Individual Values

Coping with the Change

Regarding the change process itself, 80% of respondents expected to be able to adapt well to new concepts and new job responsibilities, with only 18% disagreeing. The majority agreed, 88%, said that when change happen in the organisation their reaction was to manage the change rather than to complain

about it. However 56% of respondents felt the changes caused stress but 46% thought they coped better than other work colleagues. Figure 4.9

Individual – Coping with the Change	Agree	Disagree
When change exposes me to new concepts, new job responsibilities and skill demands, I expect I will be able to adapt well.	80%	18%
When changes happen in this organisation, I react by trying to manage the change rather than complain about it.	88%	11%
The changes occurring in this organisation cause me stress.	56%	16%
I think I cope with change better than most of those with whom I work.	46%	15%

Table 4.3 – Individual - Coping with the Change

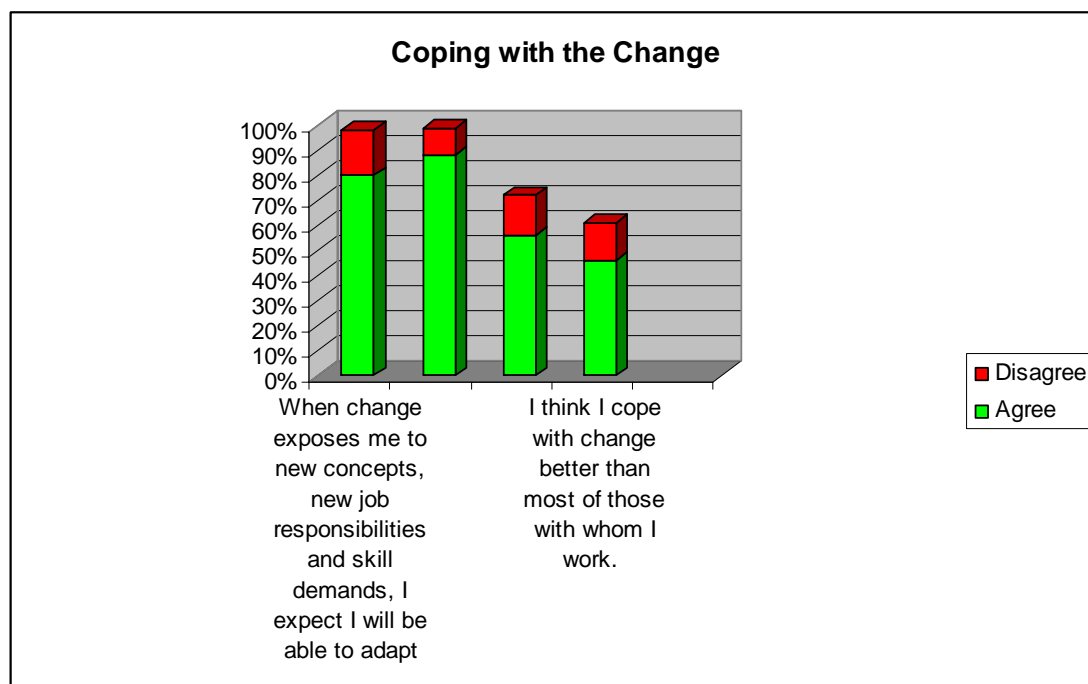


Figure 4.9 Coping with the Change

Perception of working climate after the change

The majority of the of the employees 57% of which 33% strongly agree that as a result of the changes they will have increased work and 69% feel that its

unrealistic to be able to do all the work that is expected from them with only 3% feeling that the workload is realistic. Figure 4.10

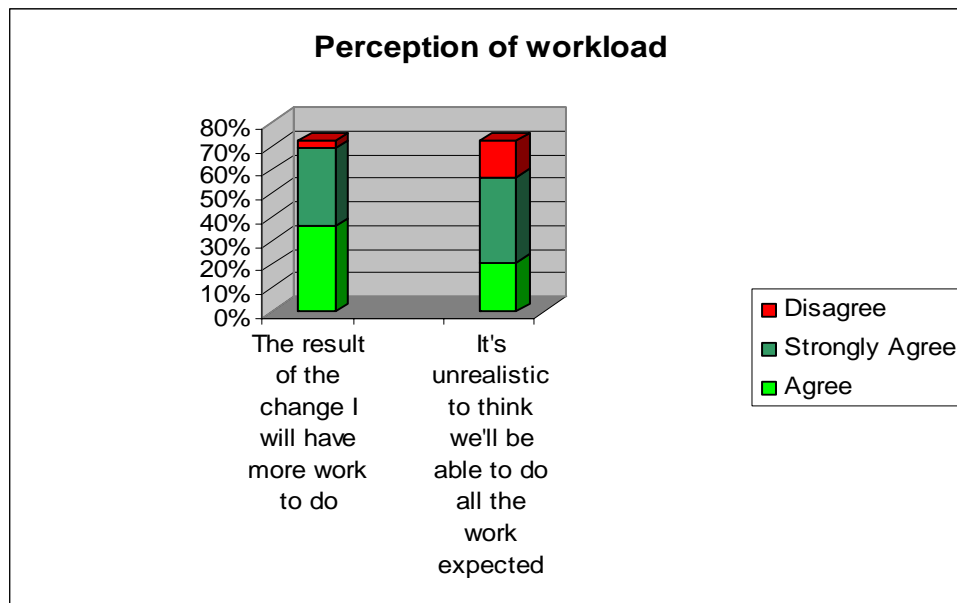


Figure 4.10 Perception of the working climate after the change

(ii) Psychological Contract

To assess the psychological contract the questionnaire asked respondents to consider the future levels of engagement in relation to trust, commitment and involvement, fairness and recognition that present and future employers and employees have with each other. (Senior and Fleming, 2006, p.414)

Commitment and Involvement

The results showed that although 33% of employees would be happy to leave the organisation 30% are happy to stay, 74% of the respondents, of which 20% strongly agreeing they could easily become attached to another organisation. However 69% of those who were surveyed said they liked working for Shared Services with only 18% disagreeing and 46% felt they achieve job satisfaction.

Future Career Prospects after the change

The results show that employees feel that after the change initiatives their job security and future career prospects have diminished. The respondents were asked if they felt secure about their jobs 66% didn't feel secure of which 33% strongly, only 23% felt good about their future with the organisation 56% of which 26% strongly and whether the change has improved career opportunities 50% didn't think it had with 21% agreeing. See Figure 4.11

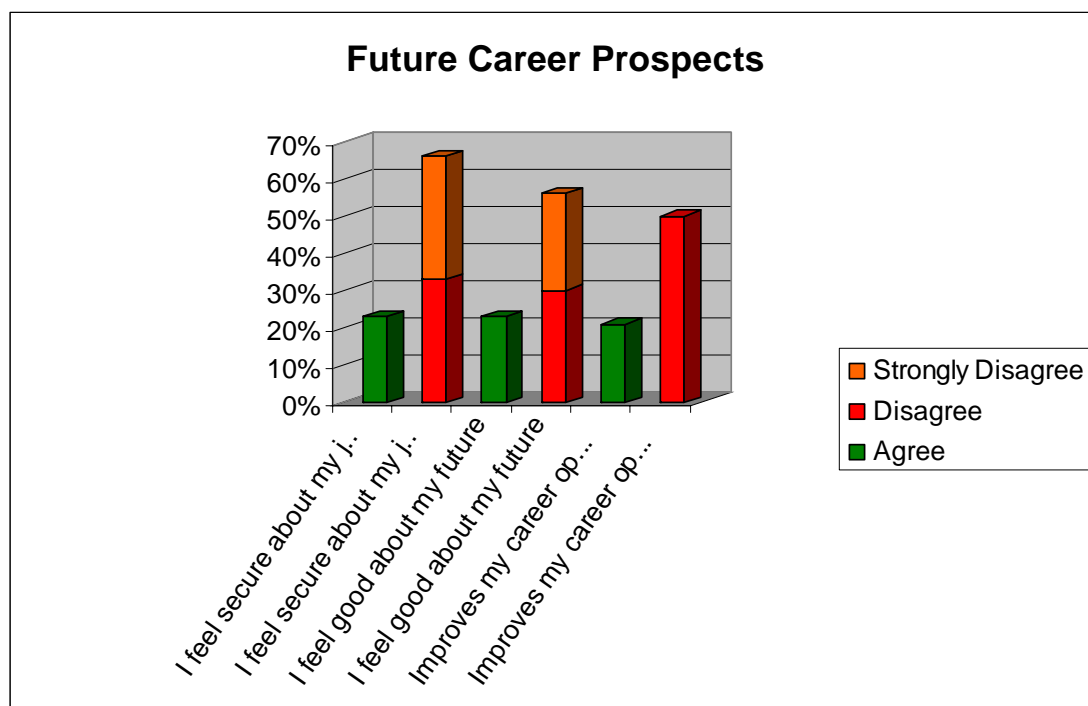


Figure 4.11 Future Career Prospects

4.3.5 The Future of ICT Shared Service (2.7 Figure 2.7 – e)

It was considered that the future of ICT services would be disaggregated to East and West with each Council controlling the provision of ICT in house and under their own jurisdiction. This outcome is perceived by the behaviour of the East and West strategy arms towards the ICT Shared Service and evidenced by a comment made during a semi-structured interview, “each Strategy arm has a differing approach for the service, the West are content to leave the provision of ICT to the Shared Service experts, the East tell the Shared Service

how they want things done, when they want it produced by and dictate the cost they are prepared to pay”.

Some comments were made in the questionnaire stating although they think desegregation would be the future of the service they wished it to stay as a Shared Service provision. These comments were echoed by the response from the telephone interview with Bedfordshire ICT Shared Service, where they are at present operating as one network and as a Shared Service provider with a wish to remain as such. However plans have been made to implement separate networks if required, by using local loop unbundling technology to replace existing provision of broadband to create two networks for the Bedfordshire Unitary Councils, East Cheshire have carried out a similar scoping exercise. On the other hand, Shropshire, the single unitary, is making plans to integrate and upgrade the network into one shared provision

The actual future was revealed during the semi-structured interviews and to be announced in April 2010.

“Some of the issues are about to be addressed in the decision to be made public on 1st April that it has been agreed by East and West for the ICT Shared Services to be an arms length business entity and an appointment of an ICT Shared Service head of department will be made shortly”.

“This will result in ICT Shared Service Management Team to be able to shape the building blocks which will form the vision and strategic path to communicate to employees the expectations and clear visionary goals and outcomes. A service catalogue is in the process of being published with clear Service Level Agreements of all the services offered to East and West”.

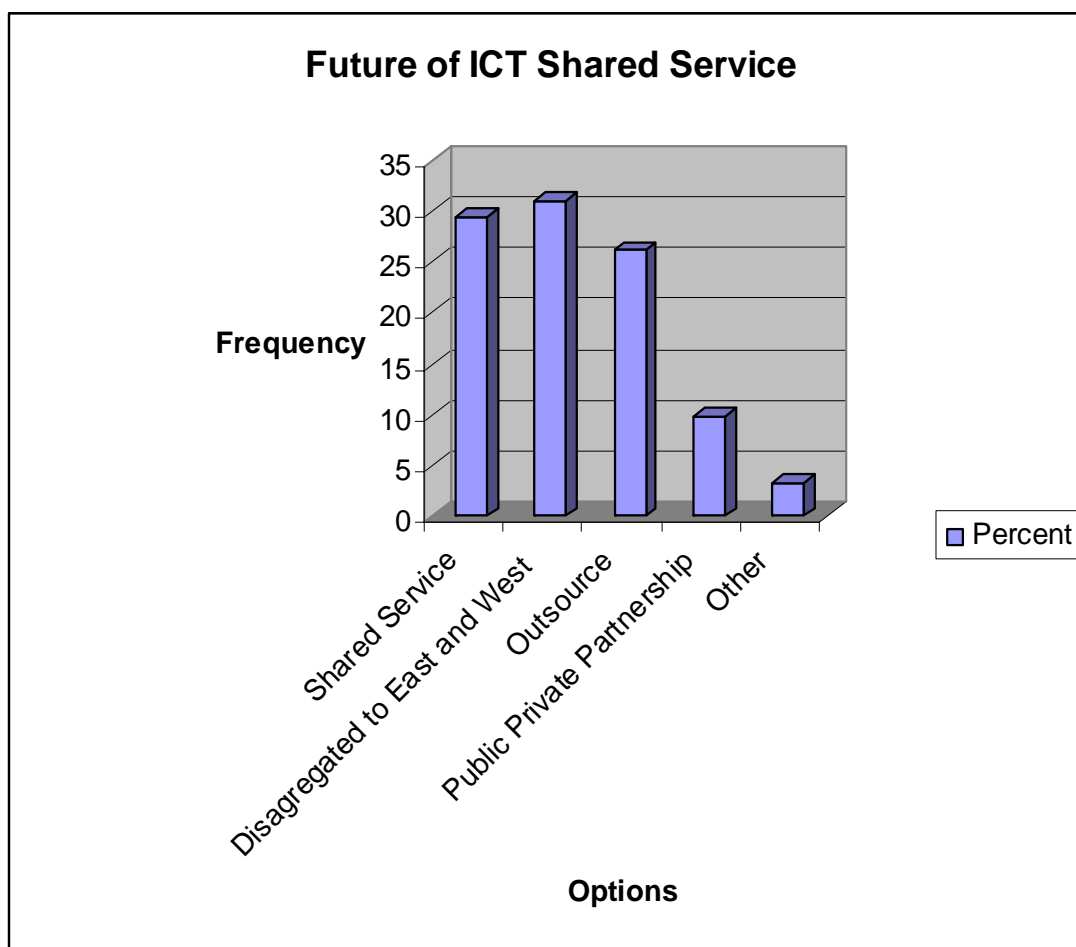


Figure 4.11 The future of ICT Shared Service

The outcome of the other Shared Services formulated as part of the 'Transforming Cheshire' programme (2006), the call centre was disaggregated East and West three months after Vesting Day, the original premises was situated in the East, the West re-located to Winsford. Employee Services have merged with P2P creating a Shared Service HR and Finance. However they have lost a number of key personnel through rationalisation, reducing numbers from 215 to 178 which consequently is affecting performance in addition to operational difficulties due to different bank accounts and different processes being introduced in each Council. They are endeavouring to enter into partnerships offering their services to other authorities, in line with the Government's definition of a Shared Service.

4.3.6 Findings from Previous Research Undertaken Pre Local Government Reorganisation

Observational research undertaken as part of a previous assignment using Adams et al (1976) personal transitional phases as a guidance model, which reflects variations in the degree to which people feel able to exercise control over the situation. After the announcement that Cheshire would become two Unitary Councils, the results suggested that the majority of employees were in denial and believed that Hazel Blears would re-consider the decision and accept the appeal by Cheshire County Council on the grounds of economic efficiencies and cost savings.

It was clear by January 2008, that the original decision would not be overturned and that the Shadow JIT's led by the former Districts were in control and beginning to make decisions. (Internal Briefing Documents, 2008) From observation and conversations the employees were in a depressive phase or had moved back to the shock phase as the desegregation of staff to East and West was decided by post code, employees living close to work now faced the prospect of travelling to Crewe or Sandbach. (Internal Briefing Documents, January 2008) It was observed at Vesting Day very few employees had reached the letting go stage and acceptance of reality of the situation especially when colleagues that had accepted redundancy left breaking up supportive working relationships.

Structurally the decision for ICT services to remain as a shared service was made March 2009, this meant very little preparation could be made before Vesting Day on the 1st April 2009, in terms of how it would be organised and operate. (Internal Briefing documents, March 2009)

The empirical research carried out by the LSG(4) (2008) set out to discover if there was a relationship between Management, leadership, leadership styles and the proficiency of the style in the differing functional situations, operational and strategic and whether leadership was universal or contingent.

The results suggested that future external changes, the uncertain economic situation and LGR, effect strategy and leadership style, strategic managers became more operationally focused with concern for production rather than people and operational managers more authoritarian and directive. A Strategic manager when asked, do you feel that you have developed from being a manager to a leader or visa versa replied

“Yes before the LGR decision I was involved in development reflecting on the previous performance and looking to how this could improve the performance management framework, resources and service delivery. With LGR on the horizon there is no immediate future plans as there is no framework in place and moved from leadership to management of change in uncertain future unclear resources and no goals or vision to motivate employees”.

It should be noted that this was a small research project undertaken with a small group of managers, but illustrates the lack of vision and strategic leadership within ICT Shared Service eight months prior to Vesting Day.

4.4 Chapter Summary

This chapter presented the findings from the research instruments applied in this research, a questionnaire and semi-structured interviews; it then analysed the results. The conclusions and implications will be evaluated and discussed in Chapter 5.

5. Analysis and Conclusions

5.1 Introduction

In this chapter the findings set out in Chapter 4 are analysed, discussed and conclusions drawn based on the research question and aims. The chapter begins with a critical evaluation of the methodology of the adopted approach contained in Chapter 3. It then continues by analysing the findings contained in Chapter 4, in relation to each research aim outlined in Chapter 1 (1.4), in context with contemporary literature contained in Chapter 2 and linked to the Conceptual Model Chapter 2 (2.7) Figure 2.7. The chapter continues by drawing overall conclusions about the research question and research project and finally assesses the limitations of the study, the findings and opportunities for further research

5.2 Critique of the adopted approach

A case study was chosen as the appropriate research strategy, firstly as an empirical inquiry to understand the phenomena of the transformation of Cheshire local government into two Unitary Councils and the contextual effect it has on Shared Services (Yin .2009, p.18). Secondly, case studies are a form of qualitative descriptive research that is used to look at individuals, a small group of participants, or a group as a whole (Becker et al. 2005. p.1). Conversely although several instruments were used to collect data, the results could still be subjective due to the writers bias, the change phenomena in ICT Shared Service are based upon perceptions, meanings and actions and therefore subject to different social actions, meanings and viewpoints (Saunders et al, 2009, p.111).

Chapter 3 describes the scaling down of scope and the timing issues with the internal questionnaire, firstly the planned launch date of the 15th March coincided with West Cheshire employee survey therefore it was thought that it would be confusing to personnel to use the Shared Service Intranet site as the portal to the questionnaire. Subsequently the sample group consisted only of

ICT Shared Service employees instead of all Shared Services. Secondly a further delay due to absence on the 24th meant the questionnaire wasn't sent out until the 29th March, coinciding with the start of the Easter holidays and unfortunately the questionnaire went out with the original reply by date instead of the extended one as requested. These factors probably contributed to the small response rate and therefore not a true representation of ICT Shared Service as a whole. The questionnaire used a five point Likert scale; the majority of responses resulted opting for the middle ground. Therefore on some of the questions, agree and disagree findings were equal with a large proportion neither agreeing nor disagreeing this caused difficulties constructing the findings. Furthermore in hindsight the attributes variables should have included a question asking to identify which ICT service the respondent worked in to give greater depth to assess culture differences and work climate between TC&I and Service Delivery.

Further time constraints meant ruling out the proposal to request permission to conduct the questionnaire within Bedfordshire Shared Service to compare and contrast survey finding and results with Cheshire Shared Service. This resulted in what Yin (2009, p.47) describes as a single-case study and is therefore analogous to a single experiment.

With regards to the semi-structured interviews, although the interviews were transcribed immediately, there could be inaccuracies due to poor recall or interpretation of the question or answer (Yin, 2009, p.102). The interim Head of ICT Service was appointed at the end of April therefore it was considered of no value to interview him as he had just commenced. Conversely, if time permitted an interview might have brought new insight on the positional analysis of ICT Shared Service from another viewpoint.

The research undertaken as part of a previous assignment, although it provided an interesting snapshot on the thinking of the Strategic and Operational manager's pre LGR, the results cannot be relied on due to a very small sample group.

5.3 Analysis of findings for each research aim

The aims of the research set out in Chapter 1 (1.4) are as follows

Aims of the investigations

- (i) To observe ICT Shared services pre local government reorganisation in the areas of Service delivery, structure, staff morale, management, operational and strategic goals for the organisation. Endeavouring to establish a benchmark to compare during and after the change process. (Research already undertaken and forms the basis of previous assignments)
- (ii) To observe the transformation of the two unitary Councils and transition of ICT shared services during the change turmoil, to understand the design and implementation strategy of the change, to compare with existing contemporary change management theory. (Literary Review)
- (iii) To examine the impact of LGR on the ICT Shared Service (Questionnaire to determine – Strategy – Culture – Leadership)
- (iv) To compare other Local Government Councils strategic and operational provision and delivery of their ICT to determine the future of Cheshire ICT Shared Services. (Semi Structure Interviews)

Each aim will be evaluated below analysing the findings in relation with contemporary literature contained in Chapter 2 and the Conceptual model (2.7) Figure 2.7 then continues by drawing overall conclusions regarding each aim.

5.3.1 ICT Shared services pre local government reorganisation

This Research aim set out to provide a benchmark for ICT Shared Service pre local government reorganisation in terms of staff morale, structure and management operational and strategic goals. The findings outlined in Chapter 4 (4.3.6) suggested that the majority of the employees at Vesting Day were at what Adams (1976) describes as the denial or depression phase very few were at the letting go and acceptance of reality, reflecting the degree to which people feel able to exercise control over the situation. The structure was undecided due to key personnel still to be recruited into post; However 80% of respondents expected to be able to adapt well to new concepts and new job responsibilities, with only 18% disagreeing (Chapter 4 - 4.3.4 - Figure 4.9)

5.3.2 Contemporary thinking in relation to change management theory.

A review of the change management theories in Chapter 2 reveals a number of key points. Firstly the external environmental factor, LGR, established the type of change as Transformational. Consequently for the change to be successful the focus should be on the higher elements of the conceptual model (2.7 Figure 2.7 - a, b, c) concerning, Culture, Leadership, Vision and Strategy (Hayes 2007, p123). Secondly Burke and Litwin (1992, p.528) casual model of change show how changing certain elements can effect the higher factors of transformational change, also the individual performance and psychological contract due to the interconnectivity and relative impact (2.7 Figure 2.7 - d). These elements formed the basis of enquiry in formulating the design and construction of the questionnaire described in Chapter 3 (3.4.2).

Evaluating the strategies deployed by the two Unitary Councils, both seem to favoured vision as the strategic intent for the future state and a postmodernist view of the world utilising soft systems methodologies for transformation rather than classical prescriptive mathematical models (Burnes 2004, p.229). However the strategies have differed in pace of implementation, West Cheshire has favoured the 'Bold Stroke' approach whereas East Cheshire 'Long March'. (Kanter et al.1992) The differing pace of the strategies has proved problematic

for the Shared Service, for instance the governance and structure of ICT Shared Service required agreement from the two Unitary Councils. Consequently ratification was delayed until the East recruited into posts to make these decisions, impacting on the recruitment of personnel into ICT Shared Service and lack of vision and ICT Strategy for the provision of services. (Chapter 4 - 4.3.1 - Figure 4.4)

5.3.3 To examine the impact of LGR on the ICT Shared Services

This was conducted by means of a self administered questionnaire (Appendix 3) with key lines of enquiry into the higher elements of transformation and the affect on the individual with two opinion questions on Leadership traits and the future of shared service, the results are outlined in Chapter 4 and evaluated as follows:-

Vision and strategy (2.7 Figure 2.7 - a)

The results show that 52% of respondents believe that the environmental turbulence of LGR has presented opportunities to make overdue changes in the organisation; this is also evidenced by the new structure where a flatter management structure is place. Conversely although a painful process this change initiative has enabled the Shared Service to be in a position where the impact of spending cuts by Central Government is minimised by already going through the process of rationalisation. (Appendix 6) The findings show that only 16% of employees felt the vision and strategy was clear. (Chapter 4 - 4.3.1 - Figure 4.4) This is reinforced by an explanation during the semi-structured interviews, "ICT Shared Services have been unable to formulate a vision and long term strategy due to the East and West ICT Strategy arms not having a strategic business plan for provision of ICT services, in order for the service to build and shape depending on stakeholders". (Chapter 4 - 4.3.1)

The lack of vision because of the interconnectivity will effect the lower elements namely tasks and individual roles. (Burke and Litwin, 1992, p.528) (Chapter 2 - 2.7 - Figure 2.6) This supports the findings in Chapter 4 (4.3.4) Figure 4.7,

where 82% of individuals felt there is no direction, no clear plan for making the changes a success, 47%, of which 15% strongly feel there are no clear planned goals or objectives for individual performance and 43%, of which 13% strongly feel their role and responsibilities aren't clear.

Leadership (2.7 Figure 2.7 - b)

Nguyen and Kleiner (2007, p.8) state the keys to post-merger success are hands-on leadership styles, a bias for action, clear vision, involvement of the entire staff, communication of commitment to offer the best value to customers and most of all open and honest communication with employees to maximise involvement. Evaluating the findings concerning leadership through the change period (Chapter 4 - 4.3.2 - Figure 4.5) although the employees know both Heads of Service are committed and support the changes with 46% agreeing as opposed to 20% disagreeing and 46% thought that immediate supervisors explained the reasons for the recruitment process into the new structure well. Only 11% of the members felt that the recruitment change process into the new structure was free of bias, 21% implemented fairly, 18% consistently and only 21% agreed it upheld ethical and moral standards.

Senior and Fleming (2006, p.284) identify the research by Dunphy and Stace (1993) linking leadership style to the type of change. Their research conducted with thirteen public sector organisations which had gone through large scale transformational change, conclude for this type a change a directive, coercive style of leadership is likely to be more successful. (Chapter 2 - 2.4.3) This is illustrated by the response in the semi-structured interview when asked their preferred style of leadership, one preferred, collaborative and consultative; the other preferred a contingent approach. However both felt during the changes to ICT Shared Service especially downsizing there has been no other choice, as the choice has already been made at the top and therefore it becomes directive. (Chapter 4 - 4.3.2)

The Questionnaire requested the opinion to select what traits were important for a successful leader, 93% honesty followed by knowledge of the business 86.9% and empathy 77%. Surprisingly charismatic traits such as social skills scored nil closely followed by need for power 1% and extrovert personality 3%. This contradicts Paulsen et al (2009, p.1) where they found key leadership style (i.e. charismatic leadership) directly influences innovation, but also shapes innovative outcomes through positively influencing critical team dynamics especially around team identification and cooperation. (Chapter 2 - 2.3.4)

Culture (2.7 Figure 2.7 - c)

Nguyen and Kleiner (2007, p.4) state culture may be the most dangerous factor when two companies decide to combine and adopt an “us verses them” thinking. Initially it could be observed that this behaviour was evident but both Head of Service agreed that the cultures were harmonising and starting to complement the formulation of the lower element of the Conceptual model, system policies and procedures. (Chapter 4 - 4.3.3) (2.7 Figure 2.7 - d)

Rogers and Meeham (2007, pp. 254-261) (Chapter 2 - 2.4.2) identifies five key steps for a winning culture: setting expectations, aligning leaders, accountability for delivery, organisation-wide consistency and communication/celebration. The findings in Chapter 4 exhibit evidence that most of these factors have been recognised and addressed but they are only in the initial stage of implementation. The organisation-wide consistency are linked to the recruitment process based on Willcocks and Feeny (2006, p.69-70) Core Capabilities model. Expectations and accountability for delivery connected with the Service catalogue and SLA's which are in the process of being compiled in conjunction with the East and West Strategy Arms, who are now in post. Communication, celebration and the aligning of Leaders has been addressed by the appointment of an interim ICT Head of Service who is an expert in change management and will lead on the transformation of the Service to an 'Arms Length' Business Entity.

Individual and Psychological Contract (2.7 Figure 2.7 - d)

Pennington (2003, p255) states it's important to clearly communicate the change to minimize disruption and anchor the change into the culture employees want to know

- (i) What is the change
- (ii) How will affect them in the performance of their duties
- (iii) What results are expected

The findings from the research conducted suggested that the change was known, although not communicated clearly, 88% said that when change happen in the organisation their reaction was to manage the change rather than to complain about it. (Chapter 4 – 4.3.4 - Figure 4.9) In other words suggesting the Shared Service is high in change efficacy and likely to positively relate to commitment to the program (Neubert and Cady, 2001, p.432) (Chapter 2 – 2.4.4). This is supported by the findings, despite the feeling overall that the recruitment process into the new structure was unfair ((Chapter 4 - 4.3.2 - Figure 4.5) the individual behaviours and values towards work ethics still remains positive, whereby 56% of respondents of which 20% strongly will continue to do their best for the Shared Service. (Chapter 4 – 4.3.4 - Figure 4.8). The expected performance targets are in the interim stage, but the majority of the of the employees 57% of which 33% strongly agree that as a result of the changes they will have increased work and 69% feel that its unrealistic to be able to do all the work that is expected from them with only 3% feeling that the workload is realistic. (Chapter 4 - 4.3.4 - Figure 4.10).

Psychological Contract

The elements which are contained in the psychological contract from the results in Chapter 4 suggest that these are absent at present namely trust, fairness and recognition for the future, but there is evidence of commitment and involvement in the Shared Service (Senior and Fleming, 2006, p.414). (Chapter 2 – 2.4.4). Although 33% of employees would be happy to leave the

organisation 30% are happy to stay, 69% of those who were surveyed said they liked working for Shared Services and 46% felt they achieve job satisfaction. However employees feel that after the change initiatives the psychological contract is broken in respect of their job security and future career prospects. (Chapter 4 – 4.3.4 - Figure 4.11)

5.3.4 To compare other Local Government Councils provision of ICT to determine the future of Cheshire ICT Shared Services. (2.7 Figure 2.7 -d)

The research by Joha and Janssen (2009, pp.283-292) (Chapter 2 - 2.6) investigates the various options and strategies for the provision of ICT Services by comparing Shared Service, PPP and Outsourcing. Their research conclude that there are very little differences, the option depends on the strategic intent of the Local Authority, Outsourcing and PPP can ameliorate financial constraints, provide investment in infrastructure, customer access but at a price of too many decision makers, conflicting objectives, uncontrollability and inadequate benefits of cost and efficiencies savings, if agreements, SLA and contracts are ambiguous. The proposed option of an 'Arms length' transaction alleviates the problems of Governance and other issues highlighted in the semi-structured interview, (Chapter 4 - 4.3.1) depending on the strategic intent, the ICT service provision could evolve into any of the three alternative options.

5.4 Overall conclusions about the research question and project

The case study, as a research question and project does not set out to generalise conclusions regarding the change process and the future of ICT Shared Service but set outs, typified by Yin (2009, p.5), as an explanatory case study data bearing on cause and effect relationship explaining how the events happen. Ellet (2007, p.6) expands, a case study method is about stating and comparing opinions and learning from the differences and similarities. In this respect the overall research question obtained the answer to the future of the ICT Shared Service and the research project relatively achieved its five objectives in that it evaluated the effect that LGR had on the Service and the affect it had on the employees by comparing the change through contemporary change management theories to actual events. Both East and West Cheshire

established their visionary strategic intent for the future state of the new Unitary Councils. However the differing pace and inexperience resulted in an adverse effect on ICT Shared Service affecting all the transformational factors which in turn impacted on the individual and psychological contract. This is exemplified by firstly the lack of vision and strategy for ICT services from the two Strategy Arms. Secondly, the question of governance and structure of the Shared Service, recruitment was only concluded January 2010, with the decision to recruit a Head of ICT Shared Service finally ratified March 2010 and an interim post holder appointed at the end of April 2010. Tourish et al (2010, p.41) observes while leaders are viewed as dynamic change agents, followers tend to be depicted as relatively passive and powerless. Conversely Bennis (2000, p.74) summarises by stating “no change can occur without willing and committed followers”. This supports the findings in Chapter 4 where the work culture ethics show 88% of people are managing the change and delivering ICT services, despite the conditions of an uncertain future and working climate.

5.5 Limitations of the study

The case study was conducted within a single organisation and although universal transformational change factors were deployed as a line of enquiry it is uncertain whether the results could be replicated in the rare and unique opportunity to observe and analyse the phenomena of the transformation due to LGR. There could be characteristics in ICT Shared Service which are not present in another Cheshire Shared Service or regional variations such as Bedfordshire LGR transformation and therefore might not exhibit same reactions results and findings

5.6 Opportunities for further research

Further opportunities of research would be to continue the case study investigation looking at the transformation of ICT Shared Service as it becomes an ‘Arms Length’ transaction and formulates its governance, vision and strategic direction and its interaction with the East and West strategy arms as they grow into post and underpin their ICT strategy. To understand the strategic intent if the new service pursues partnerships to help fund the Shared Service

such as the Police or Fire and Rescue Service or a Public Private Partnership where some of the financial risk is mitigated or to outsource in order to provide investment (Joha and Janssen, 2009, pp.283-292). Furthermore to look at the affects of yet another transition on the members of ICT Shared Service and the psychological contract associated with being an 'Arms Length' transaction. To investigate the cross organisational culture differences between TC&I and Service Delivery operating in different environments. In addition monitor progress of the Shared Service as it introduces new operational practises and procedures comparing outcomes of service delivery and performance prior to the change and after the transformation.

It would be interesting to compare and contrast the findings from the West employee survey, which asked similar questions, with the findings from the questionnaire conducted in this research to evaluate whether Shared Service thoughts and opinions were conducive with those of all the West employees. Unfortunately to date the results have not been published

5.7 Recommendations

The majority of recommendations that would have been made have already been addressed in the fact that there is now a clear strategic direction for ICT Shared Service as an 'Arms Length' entity. Secondly in March 2010 a Joint Officer Board was set up consisting of representatives from each Shared Service in order to coordinate strategic intent for the Shared Services across Cheshire and to highlight and discuss operational issues. Thirdly an independent Head of ICT service has been appointed, who is an expert in change management leadership, in order to steer the transformation. Recognising the requirement to improve communication and morale, under his direction a new look web site has been launched and the first edition of a monthly Newsletter published May 2010 which will inform on Shared Service matters and allow communication of the successes to a wider audience. (Appendix 7)

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Appendix 1

Interview with J Taylor (Holmes, 2009 Chester Chronicle) - Chapter 2 – 2.4.1.

Appendix 2 (i)

Cross-case Analysis of strategic Intent for the three Councils adopting Public Private Partnerships - Chapter 2 – 2.6

Strategic Intents	Birmingham City Council	Bradford MBC	Edinburgh City Council
Strategic and organisational intents	Consolidation of organisations More efficient processing More effective delivery of services	Simplify processes Sharing of knowledge Introduce best working practices Reduce administration burden Better front line services Better decision making through improved management information	Timely and efficient delivery of Customer Service Use of new and existing channels Best use of resources to deliver seamless public services
Political Intents	Creating new jobs Flexible working Make decision making more transparent Wider access to information	Better care for citizens due to improved tracking and follow-up of enquires Increased customer satisfaction Improved Customer access to Council services	Maximising opportunity for all Active Citizenship, by engagement more easily and effectively to influence public service issues
Technical Intents	Faster access to applications Increase of reliability	Effective transfer of technical skills into the organisation Technical transformation Introducing new systems and processes for finance HR Payroll	Old systems removed Dealing with fragmented systems

		procurement Revenue and Benefits and Customer Contact Centre Change Management and training expertise	
Economic Intents	Aiming to save £1 billion efficiency savings by 2016. Reduce procurement costs	Deliver efficiencies and significant cost savings over time	Uses effective working practises deploying technology to deliver more with less Decrease Council Tax

Joha and Janssen (2009, p.287)

Appendix 2 (ii)

Comparative Analysis of strategic intents for PPP's, Shared services and Out-sourcing - Chapter 2 – 2.6

Categories	Strategic Intent	PPP's	Shared Services	Out-sourcing
Strategic and organisational Intents	Focus on Core business		X	X
	Share risks (and rewards)	X	X	X
	Speedy responses to IT needs (quick decision making)		X	
	Increase productivity	X	X	X
	Professionalise service delivery	X	X	X
	Reduction of complexity/uncertainty	X	X	X
	Gain access to high quality It services and skills	X	X	X
	Clear control of IT function	X	X	
	Synergy and concentration of innovation	X	X	
	Standardise functionality and processes	X	X	
	Disseminate and impose successful practises	X	X	
	One stop shop		X	
	Eliminate a burdensome It function			X
	Reduce a backlog of application development	X		X
	Restructure (devolution of IT) i.e. downsizing	X		X
	Handle fluctuating IT demands	X		X
	Exploit new technology	X		X
	Market testing	X		X
	Accelerate reengineering benefits	X		X
	Consolidation of organizations	X	X	
	More efficient (faster) delivery of services	X	X	X
	Simplify processes	X	X	X
	Sharing of knowledge introducing best working practices	X	X	
	Reduce the administrative burden on council staff	X	X	X
	Better front line services	X	X	X
	Better decision making through improved management information	X	X	
	Best use of resources and to deliver	X	X	

Political Intents	seamless public services			
	Enhance creditability	X	X	
	Solve internal conflicts	X	X	X
	Government legislation	X	X	X
	Reaction to the bandwagon	X	X	X
	Eliminate local and complicated control of IT function		X	X
	Creating new jobs in the city	X		
	Flexible working	X	X	
	Make decision-making less transparent	X	X	
	Wider access to information	X	X	
	Better care for citizens thanks to improved tracing and follow-up of enquires	X		
	Maximising opportunities for all by exploiting information age opportunities	X		
	Active Citizenship	X		
	Access to expertise/technology	X	X	X
	Better performance of local ICT staff	X	X	X
	Higher service levels	X	X	X
Technical Intents	Standardization of platforms and application vendors	X	X	X
	Concentration of technical and project management expertise	X	X	
	Better information security and authorization by centralizing	X	X	
	Consolidation experiences	X	X	
	Increase of reliability	X	X	X
	Effective transfer of technical skills into the organisation	X	X	
	Technical transformation	X	X	
	Change management and training expertise	X	X	
	Getting rid of old systems	X	X	X
	Dealing with fragmented systems	X	X	
	Lower control and maintenance costs	X	X	X
	Accountability of control	X	X	X
	Control of IT costs and better cost predictability	X	X	X
Economic Intents	Generate a cash flow	X		X
	Convert capital assets to revenue	X		X
	Reduction of overcapacity by consolidation of systems	X		X
	Free resources for core activities			X
	Decrease council tax	X		

Joha and Janssen (2009, p.288)

Appendix 3

Questionnaire - Chapter 3 – 3.4.2

The Questionnaire was divided into four sections representing the high level transformational change factors, Leadership, Culture, Strategy and Vision. (Hayes, 2007 p.123) The forth section using the additional underlying factors a casual model of change, from Burke and Litwin (1992) cited by Hayes (2007 p.122), illustrated in Figure 4.3 and below, which contribute and concern the individual performance and the psychological contract, its impact resulting from the change. The questionnaire contained two additional opinion questions, firstly, where respondents were asked to choose from a list of what traits they judged to be required for successful leadership (Senior and Fleming (2006, p.256). Secondly, an opinion on the future of ICT Shared Service with choices of, to remain as a Shared Service, Public Private Partnership, outsourced, disaggregated to East and West or other. (Joha and Janssen, 2009, p.290)

A Casual Model of Organisational performance and change

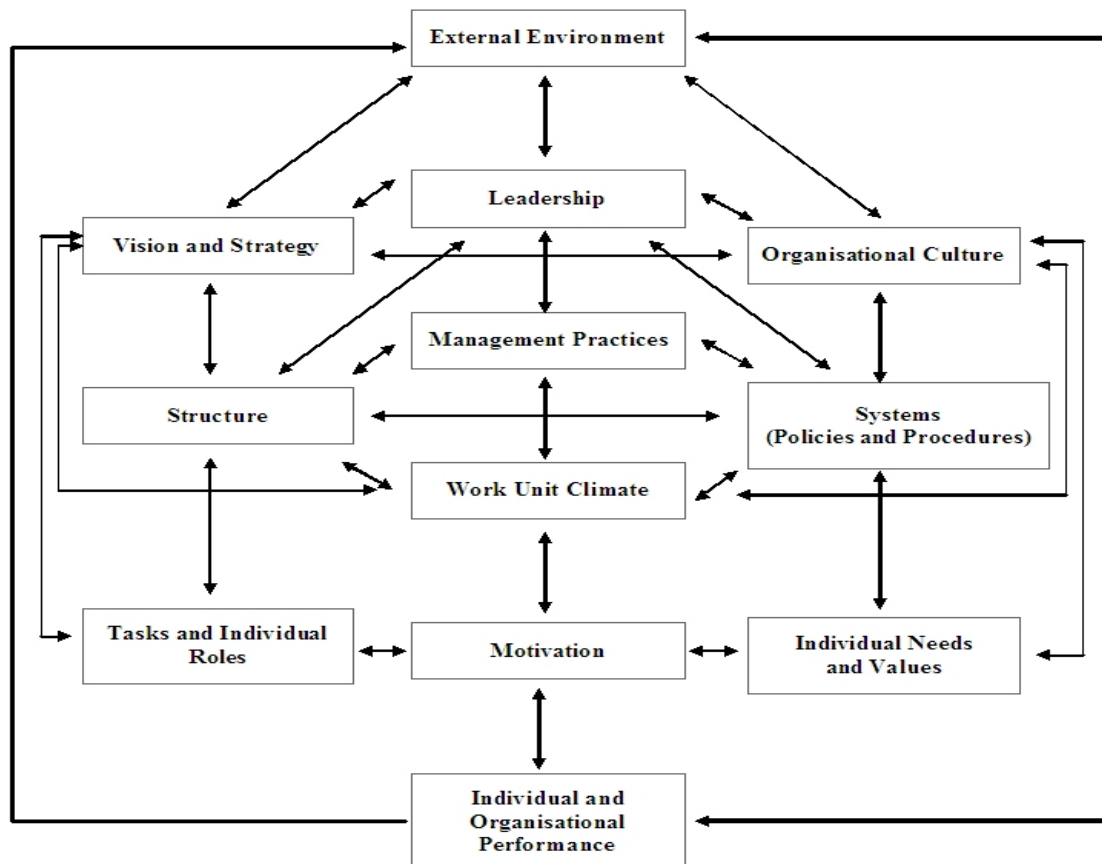


Figure 4.3 Burke and Litwin (1992, p.523) cited by Hayes (2007, p122)

Self-Administered Questionnaire

This is a research study assessing the thoughts and opinions of employees to the change initiatives, such as LGR, Culture, Strategy, New Structure and New ways of working undertaken in ICT shared services.

Please complete each section indicating to what extent you agree or disagree with each statement.

Use this scale: Strongly Disagree (SD), Disagree (D), Neither Agree nor Disagree (N), Agree (A), Strongly Agree (SA)

Please answer these questions regarding how you generally feel toward your job, and the organisation

I would be very happy to spend the rest of my career with this organisation	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
I think that I could easily become as attached to another organisation as I am to this one.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
The most important things that happen to me involve my present job.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
To me, my job is only a small part of who I am.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
In general, I like working here.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
I do not feel a strong sense of belonging to my organisation.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
Usually I feel detached from my job.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
Most of my personal life goals are job-oriented.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
I consider my job to be very central to my existence	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
I like to be absorbed in my job most of the time.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
All in all, I am satisfied with my job.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA

Please answer these questions regarding how you generally feel toward your job, and the organisation

When change exposes me to new concepts, new job responsibilities and skill demands, I expect I will be able to adapt well.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
--	---

The rapid changes that have been occurring in this organisation are sometimes beyond the abilities of those within the company to manage	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
The people who are responsible for solving problems around here don't have the skills that are needed to do their jobs.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
Rapid change is something to adapt to, but not embrace.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
When changes happen in this organisation, I react by trying to manage the change rather than complain about it.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
The changes occurring in this organisation cause me stress.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
I see the rapid changes that are occurring in this organisation as opening up new career opportunities for me.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
Environmental turbulence presents opportunities to make overdue changes in this Organisation.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
I think I cope with change better than most of those with whom I work.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
Most of the programs that are supposed to solve problems around here won't produce good results.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
The people who are responsible for solving problems around here don't try hard enough to solve them.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
The people who are responsible for making improvements around here don't know enough about what they are doing.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
Plans for future improvement won't amount to much.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
Please answer the following questions with the change initiatives in mind to the Organisation...	
Reasons and benefits for why the change initiatives were implemented were communicated clearly.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
I've received regular communications about changes related to the change initiative.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
We have a clear plan for making the change initiative a success.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
There is still a lot of uncertainty about what is going to happen with the change initiative.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
The vision of this change initiative has been clearly presented.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA

In relation to this change initiative, top management has dealt with me in a truthful manner.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
The procedures associated with the change have been applied consistently.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
Top management is clearly supporting the change program.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
The procedures associated with the change have been free of bias.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
I have been able to appeal the outcomes associated with the change.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
The procedures associated with the change upheld ethical and moral standards.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
In relation to this change initiative, top management showed concern for my rights as an employee.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
The process through which the change initiative was implemented has been fair.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
This change is in the best interest of management, but not the employees.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA

Please answer the following questions with the change initiatives in mind to the individual

My immediate supervisor explained the processes associated with the change thoroughly	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
I feel good about my future with this organisation after the change.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
My new job responsibilities and roles related to the change initiative are clear.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
The change initiative improves my career opportunities.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
With regard to my future here, hard work seems worthwhile.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
It's hard to take the change initiative seriously.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
Working in this organisation after the change will discourage me from doing my best.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
I feel secure about my job now after the change initiative.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
I have clear, planned goals and objectives for my performance after the change.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
What I need to do in my job as a result of the change has been clearly explained.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
My outcomes associated with the change reflect the effort I have put into my work.	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA
It is unrealistic to think we'll be able to do all	<input type="radio"/> SD <input type="radio"/> D <input type="radio"/> N <input type="radio"/> A <input type="radio"/> SA

the work that is expected of us as a result of this change

This change initiative will break up supportive relationships at work.

As a result of the change, I will have more work to do.

☐ SD ☐ D ☐ N ☐ A ☐ SA

☐ SD ☐ D ☐ N ☐ A ☐ SA

Leadership Skills

Looking at the list of leadership traits below - tick the traits you believe to be important for Successful Leaders

☐ Need to achieve

☐ Need for Power

☐ Innovation

☐ Self-confidence

☐ Honesty and integrity

☐ Intelligence

☐ Knowledge of the business

☐ Assertiveness and decisiveness

☐ Competiveness

☐ Extrovert personality

☐ Willingness to take risks

☐ Intuition and use of tacit knowledge

☐ Self-regulation

☐ Empathy

☐ Social Skills

Shared Service

How do you see the future of Shared Services?

☐ Shared Service

☐ Disaggregated to East and West

☐ Outsourced

☐ Public Private Partnership

☐ Other

If other please specify

Organisation

☐ East

☐ West

I have been working for the organisation (round to the nearest year) for:

My Gender is:

☐ Male ☐ Female

Appendix 4

Semi Structured Interview Questions – 23rd and 25th March 2010 - Chapter 3 –

3.4.4

- 1) The key change priorities and change objectives are now in place to clearly define the vision and the desired future for each organisation and departments (Cheshire East and West), do you feel that these have been incorporated in the strategic vision for ICT Shared Services and that these goals have been communicated effectively to employees of the Shared Service.

This question relates to the transformational change factors, Leadership, Culture, Strategy and Vision. (Hayes 2007 p.123)

Conceptual model Chapter 2 (2.7) Figure 2.7, a - Vision and Strategy d - Task and Individual roles

- 2) To what extent do you feel that the differing environments which each service within ICT operate will affect achievement of the vision

Potential conflict between the two Services, TC&I and Service Delivery in achieving and willingness to adopt the vision, due to the nature of the task, motivation of the staff. Conceptual model contained in Chapter 2 (2.7)

Figure 2.7 – d, based on Lewin's Force field analysis (1951), pressures within the Shared Service between TC&I and Service Delivery. Tomkinson, (2009, p.12) relationship between provider and customer integrated with the structure of Cheshire ICT. The unfreezing stage according to Cummings and Worley (2005, p.22)

- 3) During the change initiatives do you consider your preferred Leadership style changed and if so what did it change to, for example collaborative, consultative, directive, coercive or contingent

Leadership transactional and transformation (Senior and Fleming 2006, p.262) Leadership (Hayes 2007 p.123) Conceptual Model Chapter 2 (2.7) Figure 2.7 – b

- 4) To what extent were the aspirations for the change and change objectives understood by individuals and after the changes how do you feel the employees of Shared Services are encouraged to reach higher levels and standards of performance in their work.

How they perceive employee motivation and performance to balance questionnaire the psychological contract (Senior and Fleming 2006, p.413) Conceptual Model Chapter 2 (2.7) Figure 2.7 – d

- 5) To what extent are the standard ways of operating in ICT Shared Services difficult to change due to the integration of many cultures?

Organisational culture and change (Senior and Fleming 2006, p.173) Transformational factor (Hayes 2007 p.123) Conflicting cultures Nguyen and Kleiner (2007, p.4) Conceptual Model Chapter 2 (2.7) Figure 2.7 – c,d

- 6) What do you think is the future of ICT Shared Services

Alternative ways to deliver ICT Services. (Joha and Janssen, 2009, p.290) Conceptual Model Chapter 2 (2.7) Figure 2.7 – e

Appendix 5 (i)

Questionnaire (2008) Chapter 3 – 3.5.2 (v)

Below is a list of statements about leadership behaviour. Read each one carefully, then, using the following scale, decide the extent to which it actually applies to you. For best results, answer as truthfully as possible.

never sometimes always

0 1 2 3 4 5

1. _____ I encourage my team to participate when it comes decision making time and I try to implement their ideas and suggestions.

2. _____ Nothing is more important than accomplishing a goal or task.

3. _____ I closely monitor the schedule to ensure a task or project will be completed in time.

4. _____ I enjoy coaching people on new tasks and procedures.

5. _____ The more challenging a task is, the more I enjoy it.

6. _____ I encourage my employees to be creative about their job.

7. _____ When seeing a complex task through to completion, I ensure that every detail is accounted for.

8. _____ I find it easy to carry out several complicated tasks at the same time.

9. _____ I enjoy reading articles, books, and journals about training, leadership, and psychology; and then putting what I have read into action.

10. _____ When correcting mistakes, I do not worry about jeopardizing relationships.
11. _____ I manage my time very efficiently.
12. _____ I enjoy explaining the intricacies and details of a complex task or project to my employees.
13. _____ Breaking large projects into small manageable tasks is second nature to me.
14. _____ Nothing is more important than building a great team.
15. _____ I enjoy analyzing problems.
16. _____ I honour other people's boundaries.
17. _____ Counselling my employees to improve their performance or behaviour is second nature to me.
18. _____ I enjoy reading articles, books, and trade journals about my profession; and then implementing the new procedures I have learned.

Blake and Mouton (1964) The Leadership Grid

Appendix 5 (ii)

Semi-Structured Questions (2008) - Strategic and Operational Leadership -
Chapter 3 - 3.5.2 (v)

1. Do you believe there is a difference between leadership and management
 - a) If so do you feel that you have developed from being a manager to a leader or visa versa?
 - b) What would you say were the traits of a good leader and or manager?
2. What skills do you think are most needed to lead your dept
 - o Direction – ability to create a vision that everyone understands, shares and wants to deliver
 - o Empowerment and effective delegation
 - o Encouraging change
 - o Being accessible and showing interest in staff as individuals
 - o Acting with Integrity
 - o Inspiring others
 - o Supporting a developmental culture
 - o Facilitating change sensitively
 - a. Do you think these leadership skills are required only by senior managers or by any staff leading teams?
 - b. Do you think these are transferable to other roles?

Appendix 6

Interview with S. Robinson (2010 Chester Chronicle) Chapter 4 - 4.3.1

Appendix 7

Shared Service First Newsletter - Chapter 5 – 5.7



Issue No. 1

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